



Mossel Bay



Knysna



Hessequa



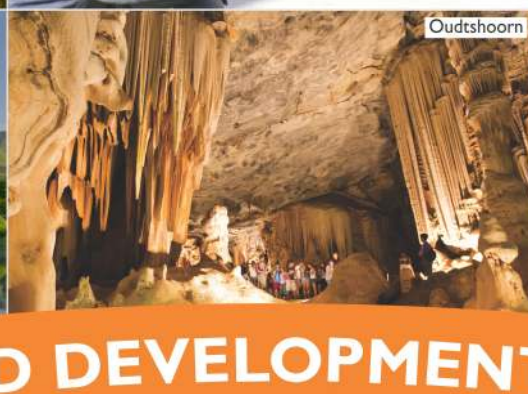
Kannaland



Bitou



George



Oudtshoorn



INTEGRATED DEVELOPMENT PLAN (IDP)

EDEN, A FUTURE EMPOWERED THROUGH EXCELLENCE

2014/15

Final Draft Reviewed IDP



**Anti-Fraud
HOTLINE**

0800 21 47 64

(Free from telkom line)

177 Speed dial

(Anonymous from work)



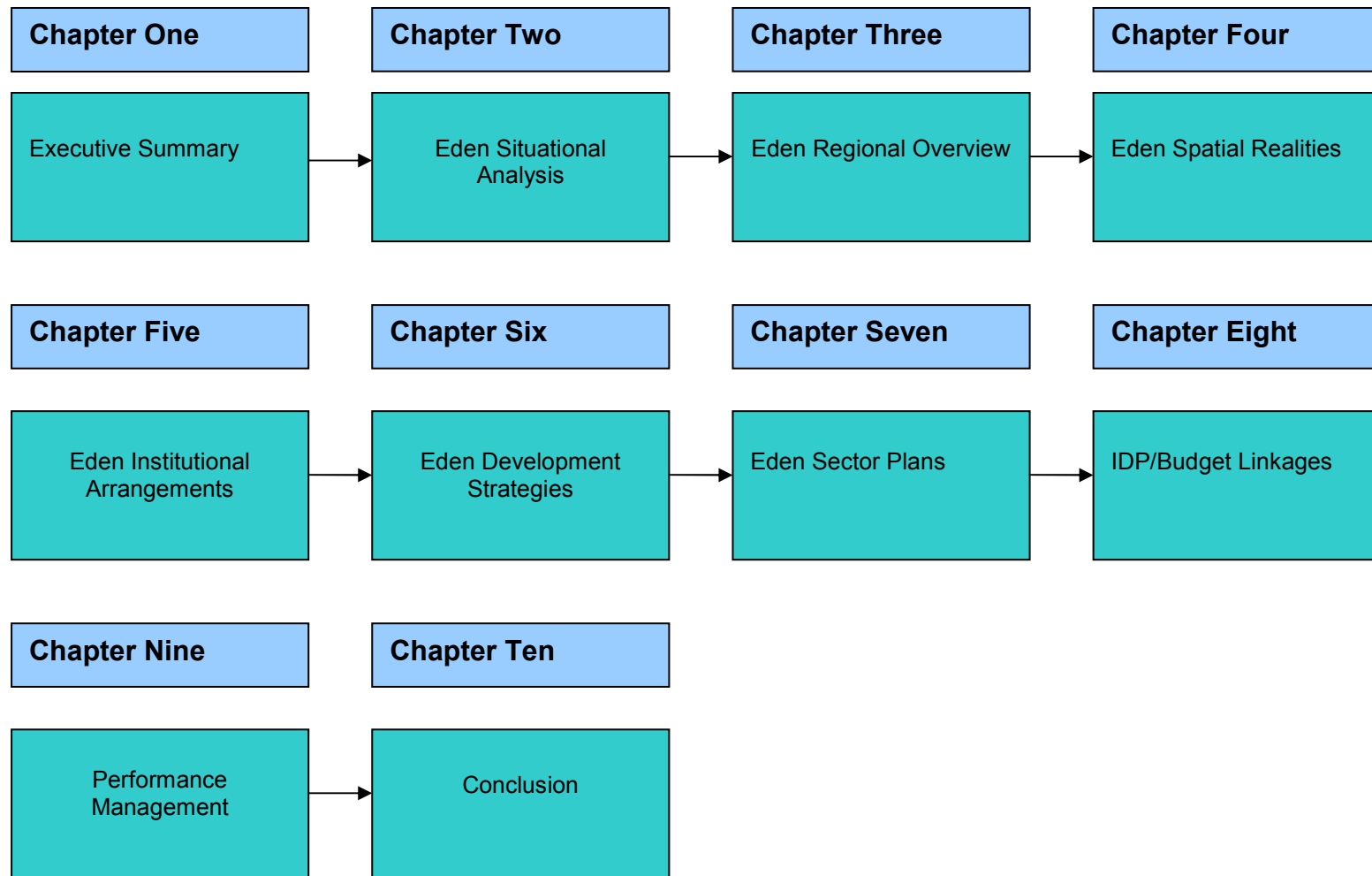
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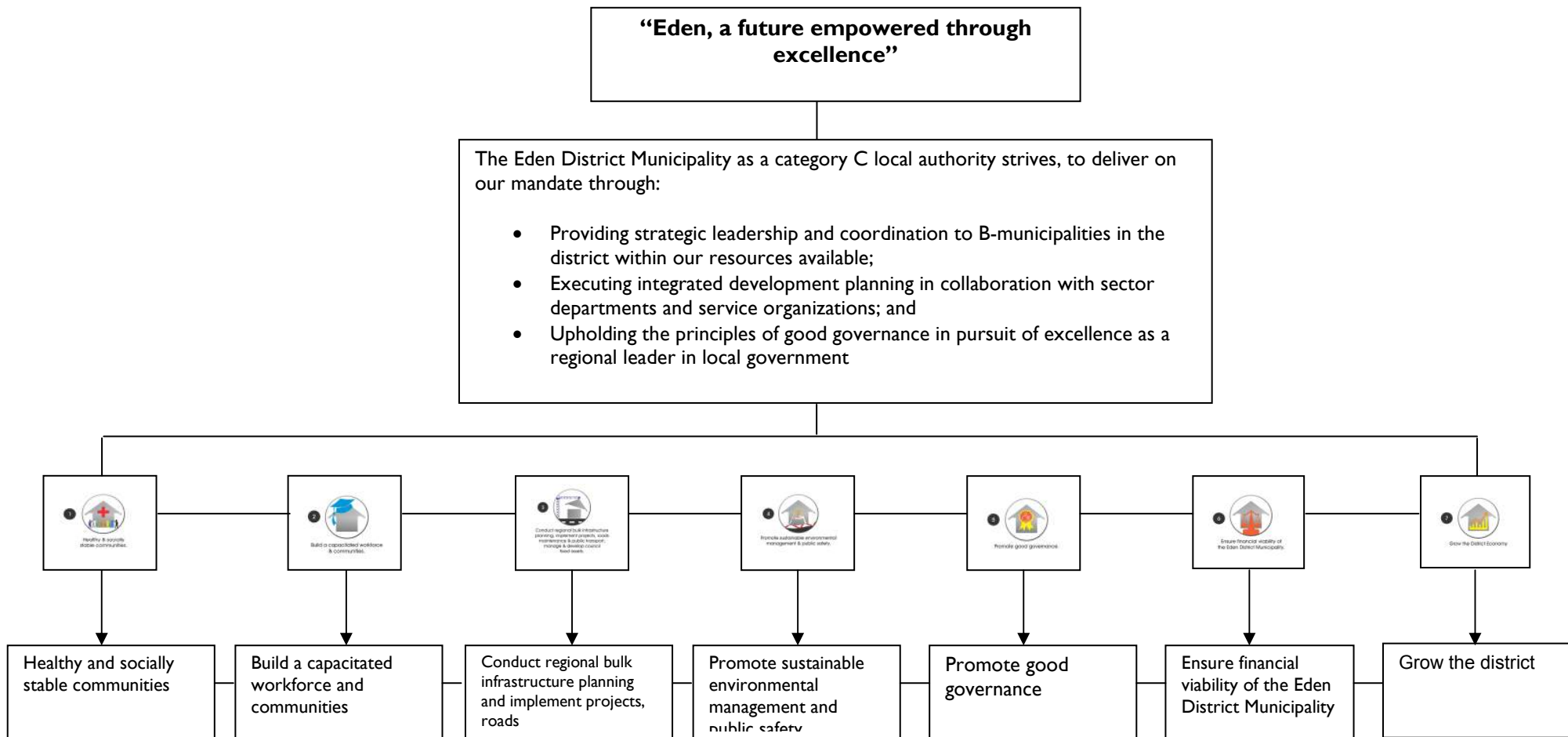
Celebrating 20 years of Freedom

Content	Page
Foreword by the Executive Mayor	6 – 7
Overview by the Municipal Manager	8
Chapter 1: Executive Summary	9 – 16
Chapter 2: Eden Regional Profile	17 – 34
Chapter 3: Municipal Overviews	35 – 54
Chapter 4: Eden Spatial Realities	55 – 67
Chapter 5: Sector Alignment	68 – 77
Chapter 6: Eden Institutional Arrangements	78 – 98
Chapter 7: Eden Sector Plans and Strategies	98 – 109
Chapter 8: Eden Performance Management	109 – 119
Chapter 9: Eden IDP/Budget Linkages	120 – 124
Chapter 10: Conclusion	125 – 127
High Risk Development Areas (Risk Maps)	128 -142
Abbreviations	143 – 144

CHAPTER OUTLINE



EDEN DISTRICT MUNICIPALITY'S VISION, MISSION AND STRATEGIC OBJECTIVES





I am honoured to present the second review of the 2012/13 – 2016/17 Eden District Municipality's Integrated Development Plan which provides a clear guided strategic roadmap towards the realisation of our vision of excellence.

A political landscape informed by the need to secure environmentally sustainable development and the use of precious natural resources while promoting socio-economic development and reform continues to be a policy priority within our District.

I am confident that this Integrated Development Plan, while recognising the need for inclusivity and ability to withstand, it cements clarity on interconnectivity, the appreciation of integrated parallel planning initiatives undertaken alongside our intention to support, enable and stimulate an economic development vision.

The Municipal Structures Act clarifies the powers and functions assigned to our District Municipality. These include inter alia:

- Integrated Development Planning in the District;
- Bulk Infrastructure Planning;
- Solid waste disposal sites;
- Provincial Roads (Agency basis);
- Regulation of passenger transport services;
- Municipal health services;
- Fire fighting services in the district
- Promotion of local tourism

While being guided by the legislative powers and functions, Eden District Municipality will continue with its quest in ensuring that our human and financial resources are closely aligned to support our strategic objectives.

I am humbled, yet proud to be associated with this high performing and recognised District Municipality and pray that together we may continue to serve and lead our district towards social equity. Through our co-operative approach to governance, I am able to report on the undermentioned achievements:

- IDP legislative compliance is achieved;
- The launch of an Anti-Fraud and Corruption Hotline as informed by Operation Clean Audit;

- Responded to comments received from the MEC Local Government, Environmental Affairs and Development Planning;
- Responded to the April 2014 LGM TEC 3 IDP and Budget Assessment and Engagement Recommendations;
- Eden being the 1st to issue an Atmospheric License to a refinery in South Africa;
- Eden District Municipality was identified by the South African Local Government Association (SALGA) as one of the municipalities to receive a donation of fire equipment through the “business adopt a municipality” (BAAM) initiative;
- Eden District Municipality in conjunction with George Municipality and Santam, launched the severe weather early warning display system in Nelson Mandela Boulevard
- Eden District Municipality in collaboration with PetroSA officially launched an Electrical Learnership
- Place members of the unemployed youth population in various departments across the municipality to complete internships
- Was crowned with the Greenest District Municipality Award during the Western Cape Province third Greenest Municipality Competition. This prestige’s occasion took place in Cape Town on Tuesday, 19 November 2013
- Signed a Memorandum of Understanding to agree on the implementation of joint projects in support of priority social development programmes with the Department of Social Development
- The Garden Route was recognised and awarded as the 2014 Golf Destination of the year for Africa and the Gulf States by the global trade association of the golf tourism industry, IAGTO
- The World’s 6th best coastal drive voted by virtual.com;
- Indaba 2014 in Durban winning the gold award for stand design and environmental practice for the second consecutive year;
- Calitzdorp Spa winning coastal spa top nine in South Africa and snatching third place.

The aforementioned represents only a limited number of our achievements. It is for this reason I wish to encourage our identified partners in development to continue in their commitment towards the realisation of our all-inclusive District Municipal vision of “Eden, a future empowered through excellence”.

V VAN DER WESTHUIZEN
EXECUTIVE MAYOR
EDEN DISTRICT MUNICIPALITY



The 2014/2015 Integrated Development Plan (IDP) represents the second review of the 2012 – 2017 Council adopted strategic plan. Key to this process was not only collaboration between the Eden administrative branch and the political leadership, but also the continual cooperation that was fostered between the Eden District Municipality, its B – Municipalities and our Provincial and National government partners via the utilisation of our IGR Structures.

The key informants of the 2014/2015 IDP review include:

- The legislative requirements that binds the IDP process
- Our roles and responsibilities as the region's strategic leader
- The Auditor – General's findings towards our municipal operations
- The MEC's response towards our 2013/2014 IDP
- MERO 2013
- Provincial and National Strategies

The Eden District Municipality does not only have a statutory responsibility, but also a public accountability responsibility. It is to this extend that the municipality continue to take ownership of its IDP, budget and performance management processes and at the same time remain pro – active in the identification of innovative models to improve on its roles and responsibility as the region's coordinator, facilitator and enabler.

As a District Municipality, the Eden is nearing the accomplishment of its clean audit. Key to this process is the municipal IDP, budget and running concurrently with this policy, the municipality's Multi – Year Strategic Plan which will be utilised as the “blueprint” to basis for the achievement of our “operation clean audit.” But, the achievement of the aforementioned will remain a dream unless the municipality builds its operations on sound policies and promote ownership in the implementation of strategies that will eventually promote zero tolerance for fruitful and wasteful expenditure.

Financial sustainability, operational efficiency and a positive organisational culture remains the foundation to the success of any organisation. It is through this principle that the Eden District Municipality will have to make harsh decisions at times which will ultimately guarantee the longevity of municipality.

GW LOUW
MUNICIPAL MANAGER
EDEN DISTRICT MUNICIPALITY

Chapter I

EXECUTIVE SUMMARY

I. INTRODUCTION

The Municipal Systems Act, 2000 (Act 32 of 2000) mandates municipalities to prepare a strategic plan that guides all their planning generally labeled as the municipal Integrated Development Plan or in short IDP. The lifespan of this document is usually five years and linked to the term of office of a municipal council, but, since it is regarded to as the municipal strategic plan it needs to be reviewed on an annual basis to:

- Ensure its relevance as the Supreme Municipal Strategic Plan;
- Ensure that the IDP informs other components of the municipal business process including institutional and financial planning and budgeting; and
- Ensure that the IDP informs the cyclical inter – governmental planning and budgeting cycle including the provincial sector departmental spending within the region
- Ensure the IDP horizontally and vertically aligns the IDPs of the B – municipalities that reside within the Eden region

The main objective behind the 2014/2015 Review of the Eden District Municipality's IDP is to:

- Confirm the municipality's role as the region's strategic enabler
- Ensure that the IDP complies with legislative mandates
- Ensure that the municipality abides by its roles and responsibilities as a district municipality
- Ensure that the IDP drives the process of the municipality to ultimately achieve a municipal clean audit
- Ensure that the 2014/2015 Council adopted IDP and Performance Management System is build on the availability of financial and human resources

Apart from the aforementioned, the IDP will also include all the comments received from the **Provincial IDP Assessment Panel** that comprise of the various provincial and national government departments.

The 2014/2015 IDP present the second review of Council's 2012/2013 – 2016/2017 IDP and confirms Council's commitment towards excellence in service delivery through the implementation strategies that aims to better the quality of life standards for all the communities residing within the Eden region and at the same time the Eden District Municipal Councils' involvement in regional sustainable development. It aims to investigate the impact of the internal and external environment on service delivery and at the same time identifies strategy, programme and project alternatives that could lead to the betterment of service delivery.

I.1 MEC COMMENTS ON THE 2013/2014 IDP¹

- The final IDP presents credible and sound information based on the Census 2011 data. The IDP was commended for using multi – year data.
- The IDP provides a clear alignment with National, Provincial and Local Government strategies for development
- The IDP provides an analysis of the current status of municipal sector plans
- The IDP presents a clear picture of government's investment footprint

Items to be considered:

¹ Also see 1.2 below: LGMTEC 3 IDP and Budget Assessment and Engagement held on 23 April 2014 as well as Eden DM Responses and Remedial Action.

- The District IDP Coordinating Forum should be strengthened
- The linkages between the IDP and Performance Management is still not clear
- To fill the IDP Manager's vacancy as a matter of priority

I.2 LGM TEC 3 ASSESSMENT RECOMMENDATIONS 23 APRIL 2014 AND EDEN DM RESPONSE AND REMEDIAL ACTION IMPLEMENTED

LGM TEC 3 ASSESSMENT RECOMMENDATIONS	EDEN DM RESPONSE AND REMEDIAL ACTION
Documents in letter from MEC on 2013/14 IDP not incorporated into 2014/15 IDP.	<ul style="list-style-type: none"> • An IDP Manager was appointed with effect 1 April 2014.
The linkages between the IDP and Performance Management is still not clear.	<ul style="list-style-type: none"> • The 2013/2014 IDP and the Performance Management Systems are linked. The IDP/PMS alignment is still dependent on an approved municipal budget. The SDBIP will thereafter be finalised. The 2014/2015 IDP and PMS will only be linked once the SDBIP is approved by Council on 23 May 2014. This is due to the fact that Ignite is only available on 19/20 May 2014. The IDP Manager has attended the Ignite Sessions in order to establish clear links with Performance Management through the development of realistic action planning.
No mention of the District Forums, involved stakeholders and the role of the District Municipality.	<ul style="list-style-type: none"> • An IDP Managers Forum is operational and meets three times annually. The last meeting was held on 6 May 2014² and was well attended. The forthcoming IDP Managers Forum will be held during June 2014 in Kannaland and the Public Participation and Communication Forum³ has been invited in an attempt to integrate the activities of the Forum, lend support to municipalities and to share an information platform to discuss matters of mutual concern. The Eden District Municipality also serves on the Provincial IDP Managers Forum. The District IDP remains a standing item on the agenda of both the Municipal Managers Forum and the District Councillors Forum.
	<ul style="list-style-type: none"> • Waste Management Forum and the Air

² IDP Managers Forum meeting outcome: (i) That a support Register be kept indicating co-operation, support and sharing of best practices (ii) That the IDP Managers spatially depict ward based capital infrastructural development projects and budget allocations towards the development of a District Spatial Development Development Framework Review and mapping exercise.

³ The Public Participation and Communication Forum (PPAC) is fully operational. The last meeting of the Forum took place on 12 May 2014. The Department of Local Government: Public Participation and Communication met with the Municipal Manager and Support Services in order to commend the Department on the revival of the structure and pledged continuous support to the Forum. A Provincial Public Participation and Communication Forum meeting will be attended on 16 May 2014 in the Cape Winelands District, Worcester. The role and function of the District Municipality is indicated in an adopted and approved Terms of Reference for the PPAC Forum.

	<p>Quality Management Forum and the Municipal Health Forum are strategic forums related to the functions. They are all fully operational. The District Municipality is responsible for coordinating the activities relating to the forums. The Air Quality Forum has also incorporated the private industries.</p> <ul style="list-style-type: none"> • The Knysna Bitou Cross Border Water supply network • South Cape Business Partnership • EPWP Provincial (Quarterly Provincial Steering Committee and District EPWP Platforms (Bi-Monthly Forum Engagement) are operational. One person receives employment for 230 days per annum. EPWP Phase 3 commences in April 2014 till 2019. A challenge regarding EPWP includes the fact that municipalities should contribute their own funding towards job creation and not only rely on EPWP funding. Each municipality must have a Council approved EPWP Council approved policy document. Eden District Municipality shall coordinate this process.
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I.2 KEY INITIATIVES IDENTIFIED IN THE 2014 STATE OF THE NATION ADDRESS

Key to the 2014/2015 Review of the municipality's IDP is the President of the Republic of South Africa's State of the Nation Address that took place on February 2014. Although the address mainly focused its attention on the achievement of government over the past twenty years, His Excellency Jacob Zuma identified the following key strategies:

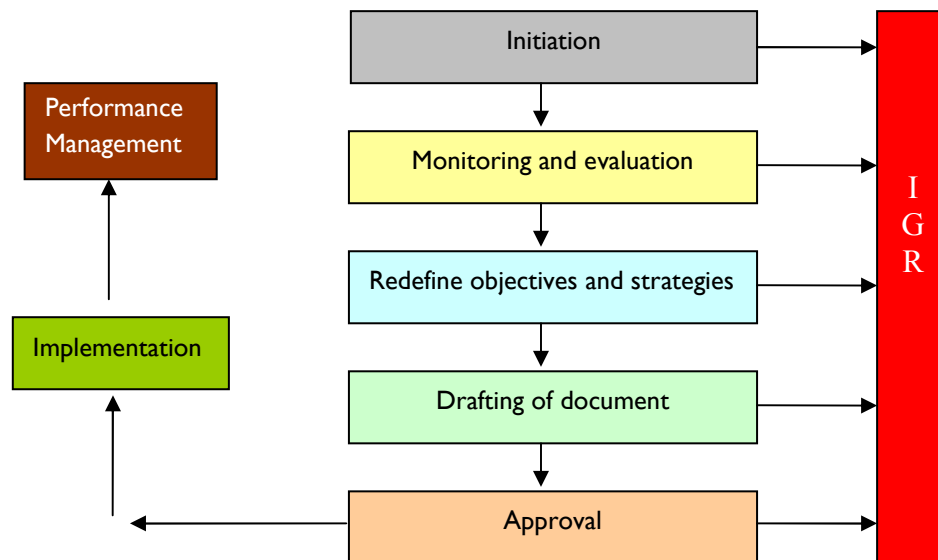
1. To combat corruption
2. To promote youth unemployment by implementing the Employment Tax Incentive Act
3. To establish businesses to support the development of black industrial businesses
4. Creating 6 Million new job opportunities until 2019
5. Growing the economy through partnerships
6. To address the housing issue in mining towns
7. The development of shale gas the Karoo region
8. The procurement of nine thousand six hundred megawatts of nuclear energy
9. The construction of new rail lines
10. To improve the functioning of local government to deliver services
11. To procure goods and services from South African producers
12. To promote the fishing industries
13. To identify policy, legislative and practical interventions, to further redress the dispossession of our people of their land

I.3 KEY INITIATIVES IDENTIFIED IN THE 2014 STATE OF THE PROVINCE ADDRESS

1. Job creation through SME development
2. Regulatory Impact Assessment Guides
3. Fight corruption
4. Business Process Outsourcing
5. Wind tower manufacturing in the Saldanah area

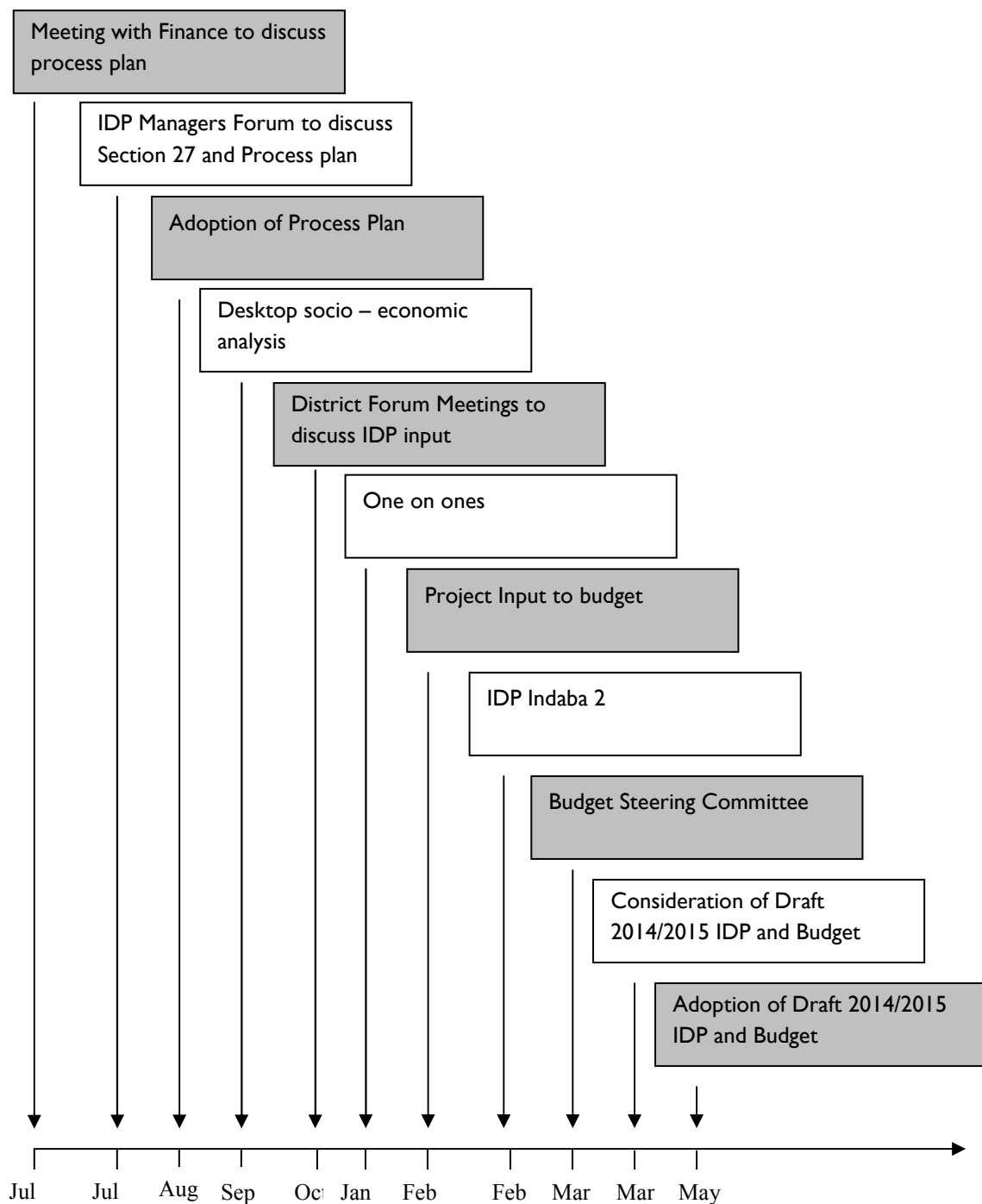
I.4 PROCESS FOLLOWED IN DRAFTING THE 2014/2015 IDP

The following diagram sets aside the **traditional process** that needs to be followed in drafting a municipal IDP.



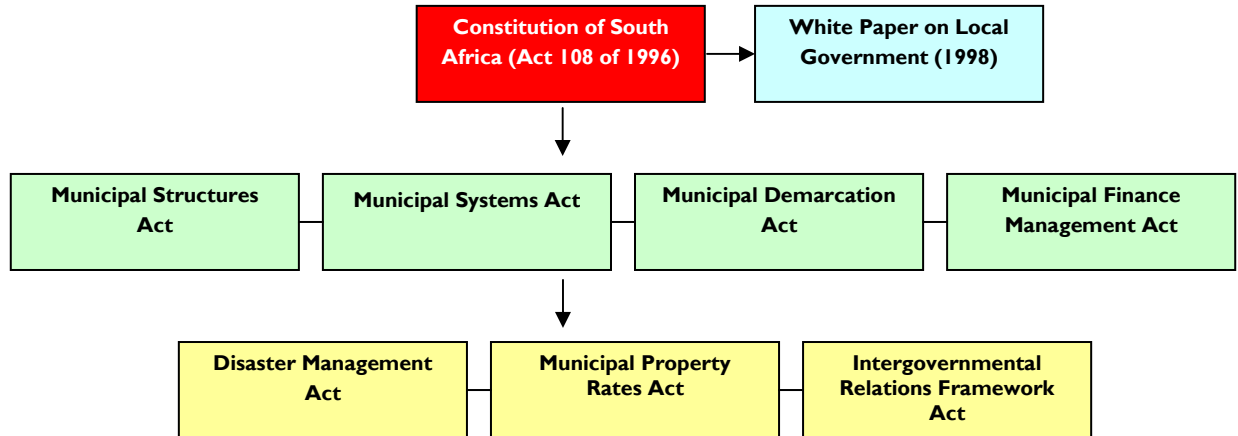
The 2013/2014 IDP was adopted by Council on May 2013 as per **Council Resolution /05/2013**. The IDP Time Schedule for the 2014/2015 Review of the 2012 0 2017 IDP was then adopted by Council on August 2013 as per **Council Resolution DC 523/08/13**. This phase was followed by the placement of an advertisement in the regional press with the aim to afford the Eden community an opportunity to familiarise themselves with the IDP Time Schedule and at the same time the furnishing of a copy of the Time Schedule to the Department of Local Government.

The following table provides an outline of the proposed 2014/2015 IDP process:



I.5 LEGISLATIVE REQUIREMENTS

The 2014/2015 Reviewed IDP was formulated with the following key sources of legislation as the basis:

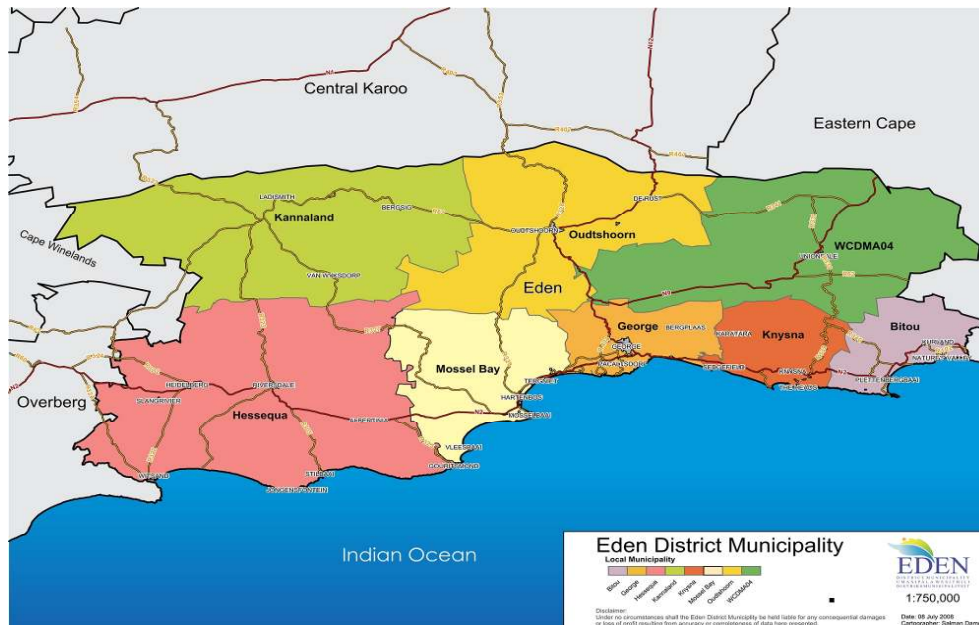


Key to the aforementioned legislation is Chapter 7 of the Constitution of the Republic of South Africa sets out various objectives and developmental duties for municipalities in South Africa. These guide municipalities on how to plan and facilitate local development initiatives in an integrated manner. Chapter 5 of the Municipal Systems Act outlines the objectives and procedures for municipalities for doing Integrated Development Planning. Section 23(1) states that every municipality 'must undertake developmentally-orientated planning so as to ensure that it:

- a) strives to achieve the objects of local government set out in section 152 of the Constitution
- b) gives effect to its developmental duties as required by section 153 of the Constitution; and
- c) together with other organs of state contributes to the progressive realisation of the fundamental rights contained in sections 24, 25, 26, 27 and 29 of the Constitution.'

Chapter 2

EDEN REGIONAL PROFILE



2. INTRODUCTION

For any strategic planning process to be outcomes based focused and drive priority based decision making, valid and reliable data is necessary. Related to this is also the objective analysis of data and at the same time the presentation of the results in a non biased manner.

The 2011 Census results combined with the Municipal Economic Review and Outlook (MERO) 2013 results were utilised throughout this document as the primary sources of data. Added to this are also the key findings from National and Provincial Government Departments. To ensure that IDP Managers and the users of data on a municipal level become more familiar and contented with the SuperCross data package, Statistics South Africa presented a two day training course on the analysis of data late 2013. This training session was hosted by the Oudtshoorn Municipality.

The following sections aim to provide an overview of the data findings.

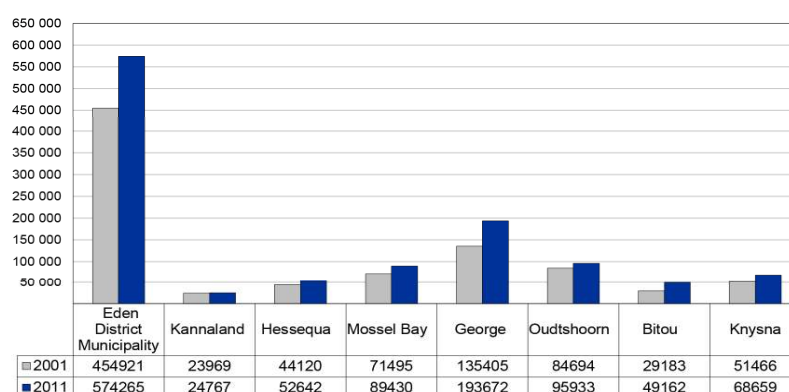
2.1 EDEN DEMOGRAPHICS

2.1.1 Population dynamics

Compared to other districts, the Eden District has the second largest population after Cape Winelands with 787 490 individuals even though its relative share of the Western Cape population decreased from 10.1 per cent in 2001 to 9.9 per cent in 2011.

Table4:

Population distribution across the municipalities within Eden, 2001 and 2011



Source: StatsSA, Census 2001 and Census 2011

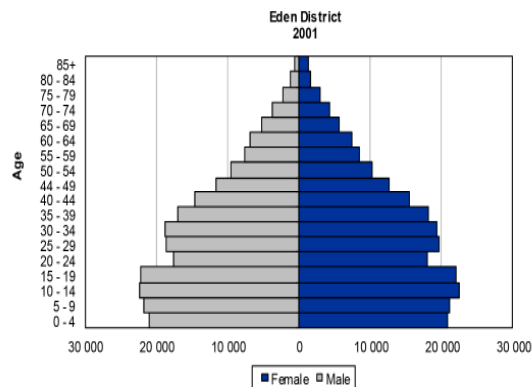
The George municipal area as the most populous municipal area residing in the Eden region with 193 672 individuals. This is followed by the Oudtshoorn Municipal area with 95 933 individuals and then Mossel Bay with approximately 89 430 inhabitants.

The least populated municipal areas within the Eden region in 2011 are, Kannaland with 24 767 people, followed by Bitou Municipality with 49 162 people. The total population growth of the Bitou Municipal area, however, was remarkably high with an approximate increase of 5, 2 per cent per annum for the period 2001 to 2011.

2.1.2 Age

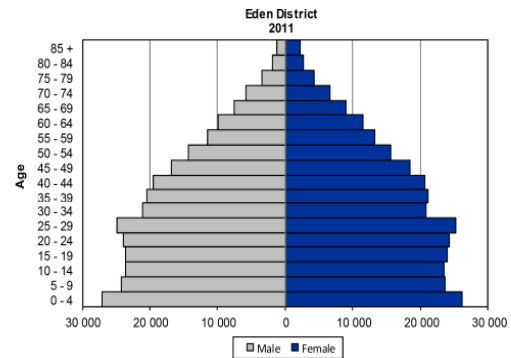
Graph 1:

Eden's population pyramids for 2001 and 2011



Source: Statistics South Africa Census 2001

Graph2:

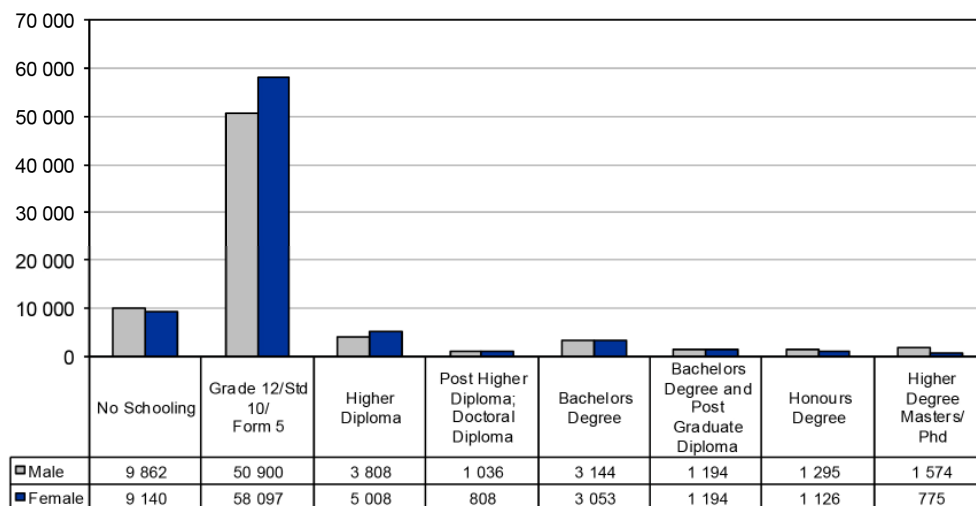


Source: Statistics South Africa Census 2011

2.1.3 Education

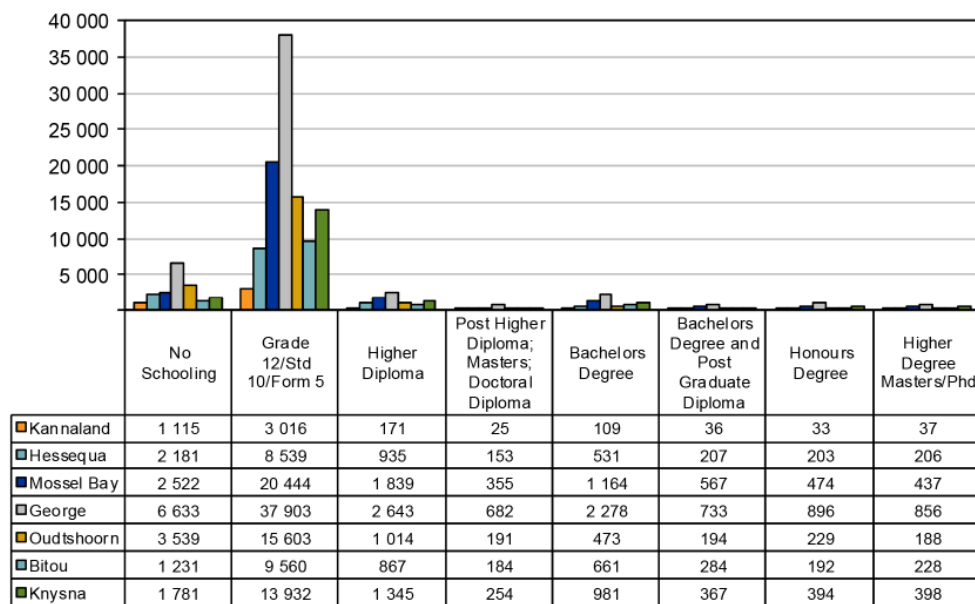
Graph 4:

Education Attainment by Gender 2011



Graph 4 compares the educational attainment profile for the region on a gender basis. The most significant difference in the level of education between the males and females lies in the grade 12/std 10/Form 5 and higher diploma category. It is clear that the number of females having grade 12 and higher diploma outperformed their male counterparts.

Graph 5:
Education Level: Eden Region



Graph 5 focuses on the educational attainment of the region across municipalities. George Municipality has the highest number individuals in the Eden District that has obtained grade 12, followed by the Mossel Bay Municipality. The Hessequa Municipality has the second lowest number of its population that has attained grade 12 with 1.5 per cent; whilst the Kannaland Municipality least number of individuals that have obtained grade 12.

2.1.4 Learner enrolment, learner teacher ratio and dropout rates

The learner teacher ratio is very important, because it is closely related to the education outcomes of a municipal area.

Table 4:
Eden District Learner enrolment, Learner-teacher ratio and Dropout rate, 2012

	Learner enrolment (Gr 1-12 + LSEN)	Percentage of enrolment in the Eden District	Learner teacher ratio	Dropout rate
Eden District	98 667			
Bitou	6 981	7.1%	34.0%	36.0%
George	33 594	34.0%	32.1%	37.9%
Hessequa	8 313	8.4%	25.4%	33.9%
Kannaland	4 667	4.7%	29.7%	47.2%
Knysna	11 246	11.4%	32.5%	36.5%
Mossel Bay	14 903	15.1%	33.7%	40.4%
Oudtshoorn	18 963	19.2%	30.8%	26.6%

Source: Western Cape Department of Education, 2012

Table 4 provides that 34 per cent of the population are enrolled at schools in the George municipal area and the smallest proportion of learners is enrolled in the Kannaland municipal area. The highest dropout rate appears within Kannaland with the second lowest learner teacher ratio. One important observation that could be made is that one in every three enrolled learner's dropout of school and that there is approximately one teacher for every three learners within the schools within the Eden region.

2.1.5 Access to higher and further education

Table 5:
Public Further Education and Training Facilities and Schools with Libraries/
Media Centres in the Eden District, 2012

	Public FET Colleges	Education facilities Number of schools with libraries/media centres	Education facilities Percentage of schools with libraries/media centres
Bitou	1	10	100.0%
George	4	43	84.3%
Hessequa	1	20	69.0%
Kannaland	0	13	72.2%
Knysna	0	18	100.0%
Mossel Bay	1	22	84.6%
Oudtshoorn	1	30	75.0%
Eden District	8	156	

Source: Western Cape Education Department, 2012

2.1.6 Literacy

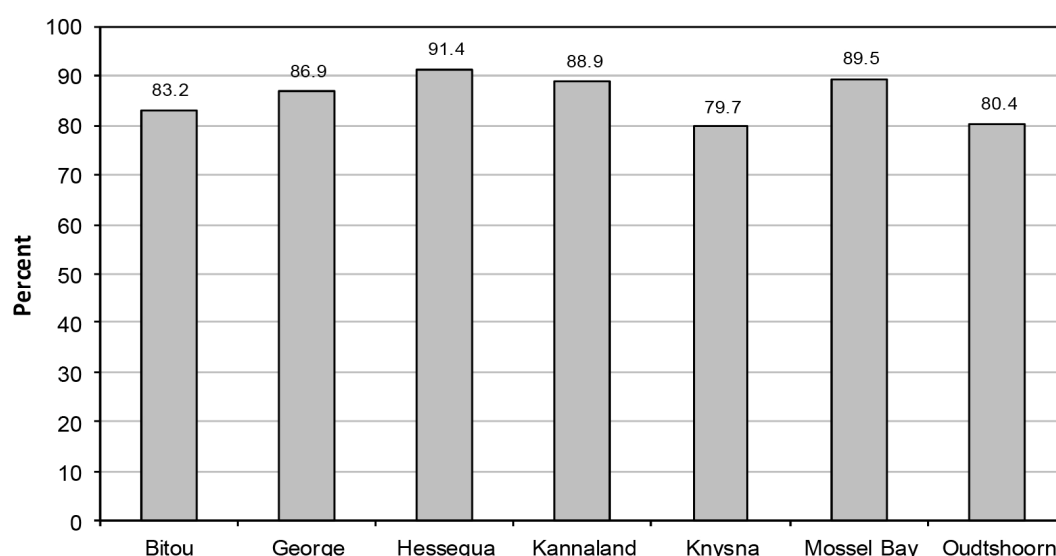
Table 6:
Comparison of Literacy rates across the Eden District Municipalities in 2007

Literacy Rate	2007
Kannaland Municipality	65.64%
Hessequa Municipality	67.49%
Mossel Bay Municipality	81.09%
George Municipality	79.03%
Oudtshoorn Municipality	74.48%
Bitou Municipality	77.57%
Knysna Municipality	79.59%
Eden District Municipality	68.11%
Eden region	77.07%

Source: Department of Social Development, 2009

The Department of Social Development defines people aged 14 years and older as literate if they have successfully completed 7 years of formal education (passed Grade 7/Standard 5). An illiterate person would therefore be someone aged 14 years and older with less than 7 years of formal education completed. In 2007 the region had a literacy rate 77,07 per cent.

Graph 7:
Education Outcomes – 2011 Matric Pass Rates within the Eden District



Source: Western Cape Education Department, 2012

In terms of graph 7, schools within the Hessequa Municipal area achieved the highest pass rate, 91.4 per cent in the 2011 Matric exams, followed by Mossel Bay with 89.5 per cent pass rate. On the other hand, schools with the Knysna Municipal area achieved the lowest matric pass rate at 79.7 per cent.

2.1.7 HIV/Aids

Table 8:

HIV/Aids Prevalence and Care Western Cape

City/Districts	Number of Anti-Retroviral Treatment (ART) Sites; June 2010	Number of Anti-Retroviral Treatment (ART) Sites; June 2011	Number of Anti- Retroviral Treatment (ART) Sites; June 2012	ART Patient Load; June 2010	ART Patient Load; June 2011	ART Patient Load; June 2012
City of Cape Town	49	61	64	59 734	75 652	85 791
West Coast District	4	17	28	2 149	3 205	3547
Cape Winelands District	13	23	31	8 477	9 750	11 830
Overberg District	4	6	17	2 386	3 259	4253
Eden District	9	23	34	6 777	7 847	9 397
Central Karoo District	2	3	3	559	674	715
Western Cape	81	133	177	80 082	100 387	115 533

Source: Western Cape Department of Health, 2010, 2011 and 2012

According to the 2009 National HIV Survey the estimated HIV prevalence for the Western Cape was 16.9 per cent (CI 95%: 13.8 – 20.5%). The weighted Provincial Survey estimate from the larger sub-district survey was 16.8 per cent (95% CI: 16 – 17.7%). The highest HIV prevalence estimates remain amongst the age groups of 25 - 29 and 30 - 34 years. (Department of Health, Annual Performance Plan 2011/12: 18)

The information presented here shows how the Eden region and different health districts in the Western Cape have responded to the healthcare need with respect to HIV/Aids treatment and care.

Table 9:
HIV/Aids Prevalence and Care in Eden District Municipalities

	Number of Anti- Retroviral Treatment (ART) Sites; June 2010	Number of Anti- Retroviral Treatment (ART) Sites; June 2011	Number of Anti- Retroviral Treatment (ART) Sites; June 2012	ART Patient Load; June 2010	ART Patient Load; June 2011	ART Patient Load; June 2012
Kannaland Local Municipality	0	1	1	0	14	32
Hessequa Local Municipality	1	2	2	154	184	235
Mossel Bay Local Municipality	1	3	5	1 197	1 395	1 758
George Local Municipality	2	6	9	2 476	2 917	3 377
Oudtshoorn Local Municipality	1	2	3	591	652	867
Bitou Local Municipality	1	5	7	1 004	1 212	1 383
Knysna Local Municipality	3	4	5	1 355	1 473	1 729
Eden DMA	0	0	2	0	0	16
Eden District	9	23	34	6 777	7 847	9 397

Source: Western Cape Department of Health, 2010, 2011 and 2012

Table 9 provides that the Eden region has a total 9 397 patients on anti-retroviral treatment, with 34 dedicated Anti-Retroviral treatment sites across the district. George has the highest patient load with 3 377 patients in the District with 9 treatment facilities and Mossel Bay has the second highest patient load with 1 758 patients with 5 treatment facilities as at the end of June 2012. Knysna and Bitou have a patient load of 1 729 and 1 383 with Knysna having 5 facilities and Bitou 7 facilities. It is noted that the Anti-Retroviral sites has increased in the Eden District with 34 Anti-retroviral treatment sites registered as at June 2012, up from 23 anti-retroviral sites registered in 2011.

2.1.8 Safety and Security

Table 10:
Crime in the Eden District: April to March 2003/04 – 2011/12

	April 2003 to March 2004	April 2004 to March 2005	April 2005 to March 2006	April 2006 to March 2007	April 2007 to March 2008	April 2008 to March 2009	April 2009 to March 2010	April 2011 to March 2012
CONTACT CRIME (CRIMES AGAINST THE PERSON)								
Murder	218	219	233	251	206	199	184	176
Total sexual crimes	990	1 117	816	766	815	707	958	1 131
PROPERTY RELATED CRIME								
Burglary at residential premises	5 746	5 336	3 976	3 783	3 642	3 854	3 978	4 522
ON POLICE ACTION FOR DETECTION								
Drug related crime	1 792	3 129	3 529	4 001	4 389	4 964	5 614	6 225
Driving under the influence of alcohol/drugs	720	1 053	1 357	1 786	2 131	2 181	2 464	2 240

Source: South African Police Service, 2011/12

Table 10 illustrates that the number of crimes within the selected crime categories that was reported to police stations located throughout the Eden District area over the period

2003/04 and 2011/12. The total number of murders steadily to peak at 251 cases in 2006/07 but since declined year-on-year to reach 176 cases in 2011/12. Total sexual crimes fluctuated over the period and reach a low of 707 incidents in 2009/10 but increased to 1 131 incidents in 2011/12. Burglaries at residential premises bottomed out at 3 642 cases in 2007/08 but since picked up steadily to reach 4 522 cases in 2011/12. Drug related crimes increased uninterruptedly from 1 792 cases in 2004 to 6 225 cases reported in 2011/12, and driving under the influence of alcohol/drug crimes followed the same disturbing trend by increasing steadily from 720 to 2 240 cases over the same period.

2.1.9 Poverty and Inequality

Global Insight estimates on the number of people living in poverty in the Eden District municipal area shows a sharp increase between 1996 and 2002, with the number of people almost doubling, but since then showing some decline. In 2011 the estimated number of people living in poverty for the Eden District was approximately 137 128 people, down from the 2002 high of approximately 155 819.

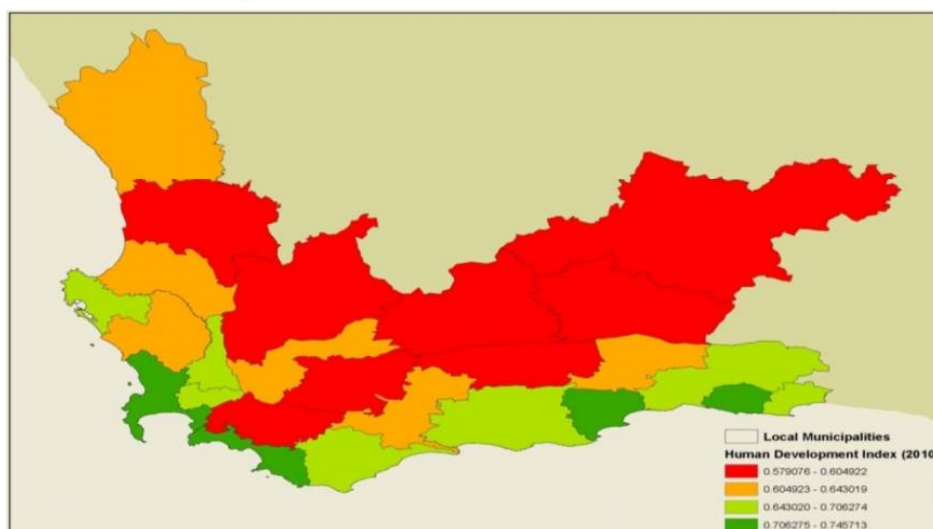
Table 11:

Municipality	Percentage of people living in poverty		
	1996	2002	2011
Kannaland Local Municipality	37.1%	38.8%	25.1%
Hessequa Local Municipality	23.6%	27.2%	17.5%
Mossel Bay Local Municipality	23.7%	28.1%	17.1%
George Local Municipality	20.6%	30.7%	22.3%
Oudtshoorn Local Municipality	35.5%	42.4%	36.5%
Bitou Local Municipality	20.9%	39.6%	34.3%
Knysna Local Municipality	21.2%	26.3%	18.6%

The percentage of people living in poverty in Eden District has declined sharply between 2002 and 2011 from 33.3 percent to 25.4 per cent in 2011.

The proportion of people living in poverty in Mossel Bay Municipality has declined from 28.1 per cent to 17.1 percent in 2011. All the other municipalities within the region recorded declining poverty rates, albeit at slower rates. In 2011, Mossel Bay recorded the lowest poverty rate whilst Oudtshoorn recorded the highest poverty rate

Map 2:
HDI in the Western Cape 2010



Source: Global Insight Regional Explorer, 2011. Map Created by E-Innovations, WC Department of the Premier

The Human Development Index (HDI) is a composite, relative index that attempts to quantify the extent of human development of a community. It is based on measures of life expectancy, literacy and income. It is thus seen as a measure of people's ability to live a long and healthy life, to communicate, to participate in the life of the community and to have sufficient resources to obtain a decent living. The HDI can assume a maximum level of 1, indicating a high level of human development, and a minimum value of 0.

The HDI indicates that the level of development within the Eden district municipal area has also improved over the past decade; the HDI increasing from 0.64 in 2001 to 0.69 in 2010.

The levels of human development differ across the geographic areas in the Eden District. The HDI for all municipalities within the Eden District municipal area has improved over the last decade.

The HDI in Mossel Bay Municipality is well above all other municipalities in the Eden District. Conversely, Kannaland Municipality has the lowest HDI compared to other municipalities in the Eden District.

2.2 ACCESS TO MUNICIPAL SERVICES

Access to services such as potable water, basic sanitation, safe energy sources and refuse removal services ensures that households are afforded a decent standard of living.

2.2.1 Roads

Table 12:
Eden District Roads at 31 December 2011

Category	Surfaced	Gravel	Total	Surfaced	Gravel	Total
	Kilometres			Proportional Distribution		
National	306	0	306	100.0%	0.0%	100.0%
Trunk	766	63	829	92.4%	7.6%	100.0%
Main	468	455	923	50.7%	49.3%	100.0%
Divisional	259	2 499	2 758	9.4%	90.6%	100.0%
Minor	43	2 341	2 384	1.8%	98.2%	100.0%
Total	1 842	5 359	7 200	25.6%	74.4%	100.0%

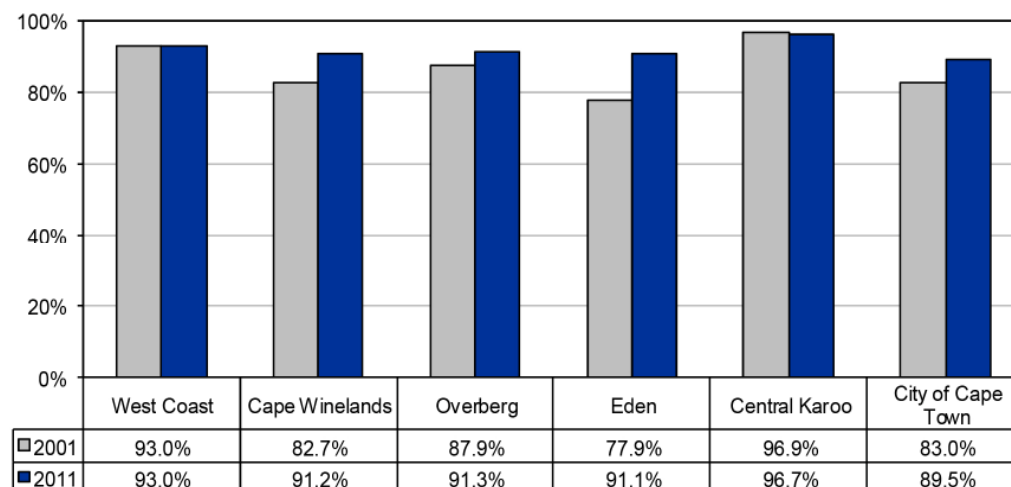
Source: Department of Transport and Public Works, 2011

The total coverage of roads of Eden District amounts to 7 200 kilometers. Overall, 1 842 kilometers (25.6%) constitute surfaced roads and 5 359 kilometers (74.4%) are gravel roads.

Graveled divisional roads account for 46.63 per cent of all gravel roads in the district making it the largest proportion of all gravel roads. Trunk roads comprise the largest proportion (41.58%) of surfaced roads in Eden District.

2.2.2 Access to housing

Graph 8:
Access to formal dwellings across the Western Cape, 2011

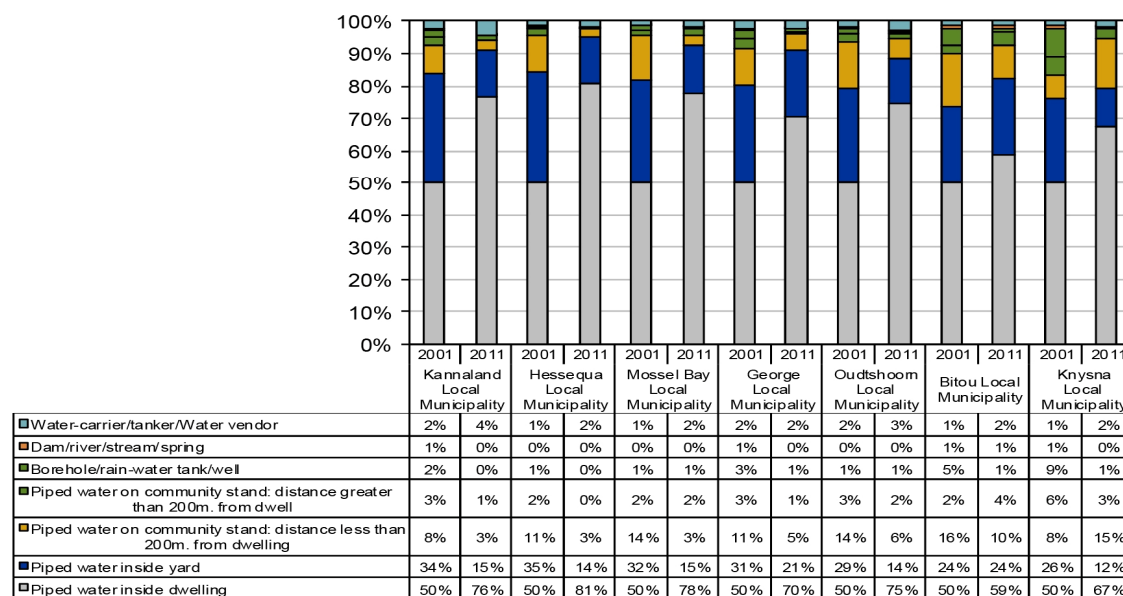


Source: StatsSA Census 2001 and 2011

In 2011, Kannaland Municipality had the largest percentage share of households residing in formal dwellings in the Eden region at 94.8 per cent, followed by Hessequa Municipality at 90 per cent. Mossel Bay Municipality had 73.5 per cent of households that had access to formal dwellings in 2011, whilst George had 76 per cent of households having access to formal dwellings, Oudtshoorn Municipality at 78.3 per cent. Bitou had 68.4 of its households that had access to formal dwellings and Knysna municipality had 65.3 per cent of households that have access to formal dwellings. The lowest percentage share of formal dwellings in 2011 was located in Bitou Municipality at 68.4 per cent and Knysna Municipality at 65.3 per cent.

2.2.3 Access to piped water

Graph 9:
Comparison of access to piped water across the Eden District Municipalities, 2011



Source: StatsSA, Census 2001 and 2011

In 2001, 50 percent of households in the Kannaland Municipality had access to piped water inside their dwellings; whilst in 2011, 76 per cent of households have access to piped water inside their dwellings. Hessequa Municipality in 2001 had 50 per cent of its households having access to piped water inside their dwellings, whilst in 2011 the municipality 81 per cent of households has access to piped water inside their dwellings.

Mossel Bay Municipality in 2001 recorded a 50 percent accessibility of piped water inside dwellings, whilst the municipality had an increase to 78 percent of households having access to piped water inside their dwellings. George Municipality, Oudtshoorn, Bitou and Knysna municipalities all recorded in 2001 that 50 per cent of its households had access to piped water inside their dwellings. In 2011, George and Oudtshoorn recorded that 70 percent and above its households have access to piped water inside their dwellings. The proportion of households with access to piped water inside dwellings was relatively low in Bitou and Knysna relative to other municipalities in the Eden Districts in 2011.

2.2.4 Water Quality

A satisfactory standard of quality water is essential to make it fit for human consumption and use. The Department of Water Affairs has developed a system of assessing the quality of drinking water throughout South Africa. Through the Blue Drop Certification Programme is mainly to ensure the quality of water that is used for consumption.

Table 13:
Blue Drop Performance

Water Service Authority	Provincial Blue Drop log Position	Blue Drop Score 2012 in percentage	Blue Drop Score 2011 in percentage	Blue Drop Score 2010 in percentage	Green Drop Score 2009 in percentage
Eden Region	no data	no data	no data	no data	8
Kannaland LM	25	28.47	55.05	19.4	49.1
Hessequa LM	24	35.59	14.1	46.2	49.7
Mossel Bay LM	7	95.68	95.27	84.5	88.6
George LM	4	97.41	96.26	96.9	91
Oudtshoorn LM	22	64.58	36.88	44.8	41.4
Bitou LM	2	97.74	96.12	97.7	96.4
Knysna LM	13	92	89.76	75.2	60.8

Source: DWA Blue Drop and Green drop report 2012

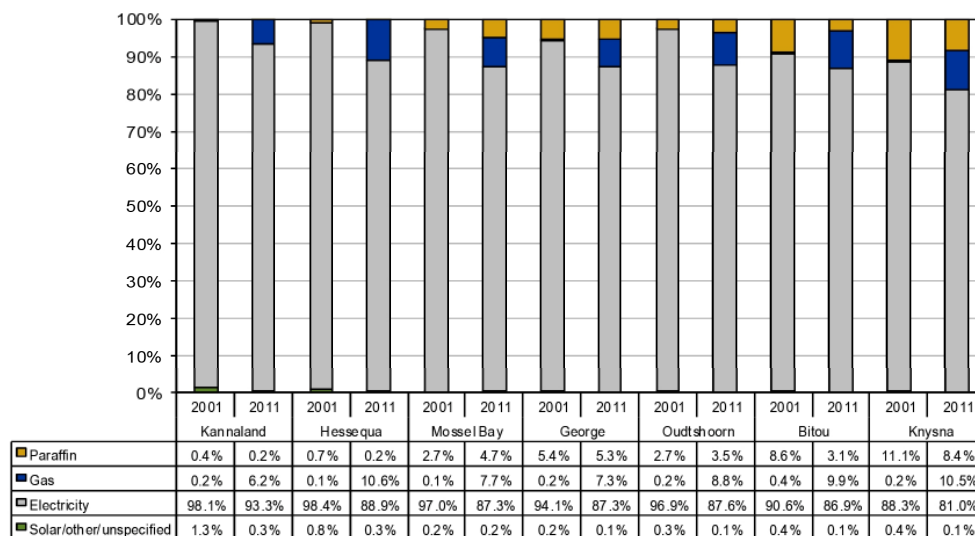
In terms of blue drop status, Bitou Municipality is the best performing municipality in the Western Cape with a Blue Drop score of 97.74 per cent. George (97.41%) and Mossel Bay (95.68%) Municipality also performed extremely well.

Overall, Bitou Municipality scored 96.4 per cent for the Green Drop; followed by the George Municipality with a 91 per cent for the Green Drop and Mossel Bay Municipality with a total per cent of 88.6 for the Green Drop as recorded in 2009. The lowest performing municipality for the Green Drop was the Eden District Municipality and the Oudtshoorn Municipality.

2.2.5 Access to electricity

Graph 10:

Comparison of access to electricity across the Eden District Municipalities, 2011



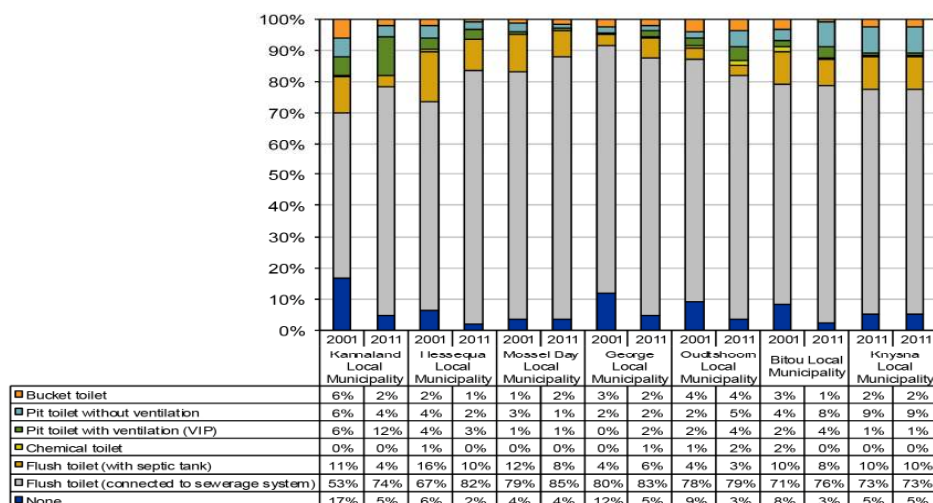
Source: StatsSA 2001 and StatsSA 2011

It can be observed that across all the municipalities in the Eden District Region, that the percentage of households having access to electricity has decrease in 2011. In 2011, Kannaland Municipality had the highest percentage of its households that had access to electricity; followed by Hessequa, Mossel Bay, George and Oudtshoorn Municipality. On the other end of the spectrum, Bitou and Knysna have the lowest levels of access to electricity within the Eden District in 2011.

2.2.6 Sanitation

Graph 11:

Comparison of access to sanitation facilities across the Eden District Municipalities, 2011



Source: StatsSA 2001 and Census 2011

The state of sanitation reflects the state of human development in any community. In 2011 Mossel Bay Municipality had the largest percentage share of households with access to flush toilets in the Eden region at 93 per cent, followed by George municipality at 89 per cent. In 2011, Knysna municipality ensured that 83 per cent of its households have access to flush

toilets; whilst Bitou municipality reported 84 percent of its households that has access to flush toilets in 2011. In Kannaland Municipality 78 per cent of households have access to flush toilets. It is evident from graph 11 that a great improvement in sanitation in general but specifically the provision of flush toilets to households across all the municipalities occurred in 2011.

A significant improvement on the provision of refuse removal services once per week for households across all the municipalities in the Eden region is noticeable from 2001 to 2011.

In 2011, Knysna and Mossel Bay municipalities had the largest percentage share of households with access to refuse removal services⁸ at least once per week in the Eden region at 93 per cent. It is reported that in 2011 66 per cent of households in Kannaland had access to refuse removal services at least once per week, the lowest of the Eden District. The other municipalities' accessibility of refuse removal at least once a week by local authority ranged between 79 and 88 per cent in 2011. The percentage share of households with no waste disposal services in 2011 was largest in Kannaland Municipality at 4.8 percent and Oudtshoorn Municipality at 3.3 per cent.

2.3 EDEN EMPLOYMENT

2.3.1 Unemployment

It should be noted that the data on unemployment represents official unemployment statistics and not discouraged workers (workers not actively looking for work).

Eden has the second highest unemployment rate (22, 4%) after Central Karoo District (23,1%).

George Municipality has the biggest labour force and employed compare to other municipalities in the Eden District municipal area. While Kannaland Municipality has the lowest number of employed compared to other municipalities in the Eden District municipal area, Bitou Municipality on the other hand has the highest unemployment rate (30.4%) compared to other municipalities in the Eden District Municipality.

2.3.2 Unemployment by Gender

The 2011 Census results highlighted that females experienced a far higher unemployment rate than males. A total figure of 26263 of the female working population is still unemployed in comparison to the approximate 23500 males.

2.3.3 Unemployment by population group

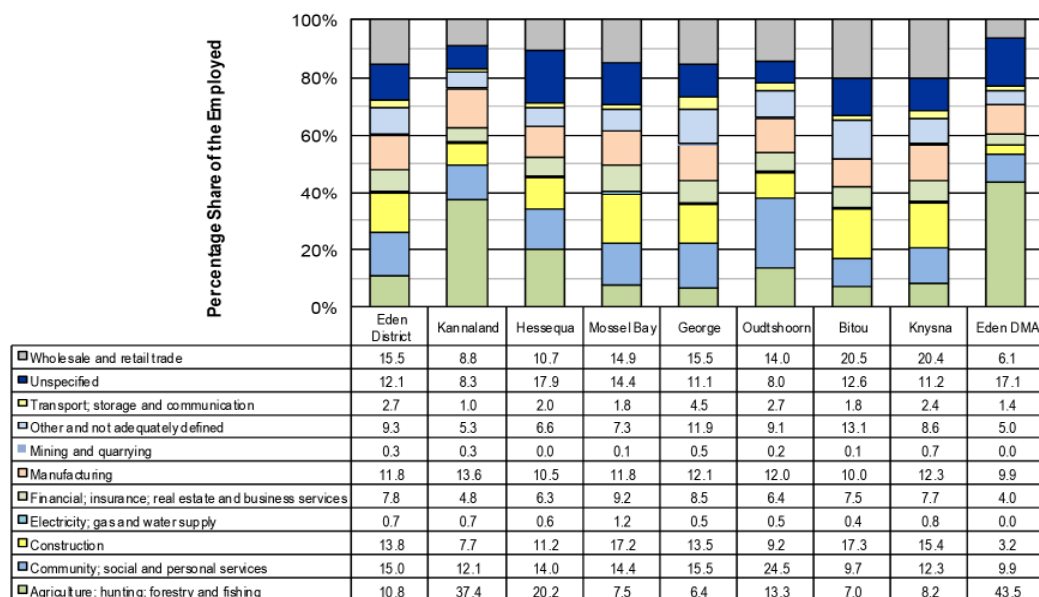
In terms of race, the coloured, followed by black African community still makes up for the highest percentages of the unemployed population.

2.3.4 Employment

Employment opportunities or the lack thereof tells a story of whether or not the economy is able to create work opportunities for all those seeking employment. Sector employment and the skill level of those employed provides further information on the possible types of employment available as well as the skill level required to do the work. Although this provides a good indication of opportunities in the current labour market, it may but does not necessarily provide an indication of the sector growth potential and its associated employment creating potential and future skills need.

2.3.2.1 Employment by sector

Graph 12:
Employment by Sector – Eden, 2007



Source: StatsSA, Community Survey 2007

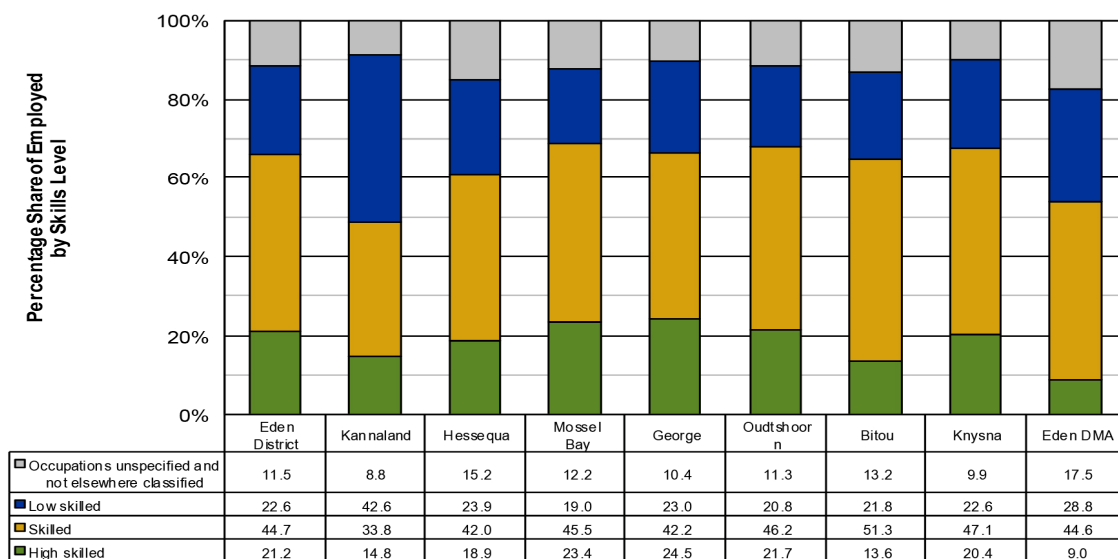
Graph 12 depicts the employment by sector within the different municipalities in Eden District. The following sectors are the biggest employment contributors in each of the local municipalities in 2007:

- Kannaland (Agriculture; 37.4%)
- Hessequa (Agriculture; 20.2%)
- Mossel Bay (Construction; 17.2%)
- George (Community, social and personal services and Wholesale and retail trade; 15.5% each)
- Oudtshoorn (Community, social and personal services (24.5%))
- Bitou (Wholesale and retail trade; 20.5%)
- Knysna (Wholesale and retail trade; 20.4%)

2.4 Skill level of the employed

The skill level of the employed indicates current availability of jobs skills necessary within the labour market. It serves as an indication to what extent the labour market would be able to accommodate workers at the different skill levels.

Graph 13:
Skilled Level of the Employed in Eden District Municipalities, 2007



Source: StatsSA, Community Survey 2007

Graph 13 presents the skills level of the employed population in the Eden District municipal area. When comparing municipalities within Eden District, Bitou Municipality has a large proportion of skilled workforce (51.3%) compared to other municipalities, while Kannaland Municipality has the highest proportion of low skilled workforce (42.6%). George Municipality has the highest proportion of high skilled workforce (24.5%) compared to the other municipalities.

2.5 EDEN REGION'S ECONOMIC CONTRIBUTION

According to the Municipal Economic Review Outlook (MERO 2012) the Eden District (ED) economy is the second largest of the district economies in the Western Cape outside of the Cape Metro (which produces 73% of the Western Cape GDP). The Eden district accounts for 7.3 per cent of the Western Cape GDP-R and 27.5 per cent of the non-Metro GDP-R. The value of the GDP-R generated during calendar 2010 amounted to R25.5 billion. George is the largest municipality, accounting for close to a third of the Eden district GDP-R, followed by Mossel Bay (25%) and Knysna and Oudtshoorn (12% each); the Bitou municipality contributes 7.6 per cent, Hessequa 5.5 per cent and Kannaland 3.6 per cent.

Table 14:

Sector	Eden	Cape Metro	Cape Winelands	West Coast	Overberg	Central Karoo
Agriculture, forestry & fishing	5.5	1.4	11.1	14.6	11.6	9.0
Mining & quarrying	0.2	0.1	0.2	0.7	0.1	0.1
Manufacturing	16.5	15.9	24.2	17.7	16.2	11.1
Electricity, gas & water	1.5	1.5	0.9	0.9	1.2	1.1
Construction	8.7	3.9	3.5	4.3	7.7	5.6
Wholesale & retail trade, catering & accommodation	17.9	15.2	13.8	12.8	13.9	13.9
Transport, storage & communication	7.7	10.9	7.3	8.5	7.9	12.2
Finance, insurance, real estate & business services	24.3	36.1	22.9	25.6	27.1	27.4
Community, social & personal services	5.3	5.1	5.8	4.1	4.2	6.5
General government	12.4	9.8	10.2	10.7	10.2	13.1
Total District economy	100.0	100.0	100.0	100.0	100.0	100.0

Table 14 shows the composition of the ED economy in the context of the five other districts of the Province. The finance, insurance, real estate & business services sector is the largest in the Eden District (contributing close to one quarter of GDP, 2011); however, it shares this relative size with the other four non-metro districts. Only the Cape Metro financial & business services sector is substantially larger in relative terms (accounting for 36 per cent of the Metro GDP).

The sector, which does stand out, is the tourism-related retail, wholesale, catering and accommodation sector contributing 18 per cent of GDP compared to the average contribution of this sector in the other districts of 13.9 per cent. The vibrant tourism industry also has important linkages with the transport and business services sector.

Regarding the growth of the district economy over the 2000s (Table 2.7) it is clear that the Eden region (and Overberg) were the fastest growing regions of the Western Cape. The fastest growing sector was construction (10.3 per cent per annum); however, it is likely that some over-investment occurred given the slump in growth after 2009.

2.7 Analytical summary

When comparing the shape of the 2001 and 2011 population pyramids, population increases are particularly noticeable at very young ages, from 0 to 9 years, as well as in the working age population between 25 and 29 years. Attributing to this is the immigration patterns mainly detected from the Eastern and Northern Cape. The significant increase in the age group 0 - 9 years will have particular implications for municipalities in the region in that they will have to make provision for facilities and services related to children and ECD.

It was observed that one in every three enrolled learner's dropout of school and that there is approximately one teacher for every three learners within the schools within the Eden region. This can in effect impact on economic development within the region. As a result, partnerships with between local municipalities, the Department of Social Development and the Department of Education must be considered.

Apart from the fact that discrepancies still exist with regards to the roles and responsibilities of district municipalities with regards to the fight against HIV/Aids and related deceases, the state of the HIV/AIDS epidemic in the country calls for an immediate response by all three spheres of government. Typical impacts of HIVAIDS include decreased productivity of workers, increased absenteeism an additional costs of training of new workers. It also represents a greater demand and pressure on health facilities and as the statistics gathered from antenatal clinics indicate a very real problem of AIDS orphans and child (minor) headed households. These factors must be taken cognizance of when planning for our region. In 2011, it was recorded that the Eden region has had a total 9 397 patients on anti-retroviral treatment, with 34 dedicated Anti-Retroviral treatment sites across the district. With the aforementioned in mind pro – active planning for the treatment and care of those affected is essential in managing the disease especially in the municipal areas of George and Mossel Bay with their relatively higher levels of infections.

Crime has a significant impact on the economy and it is thus critical for all three spheres of government to take hands in order to avoid the impact that it has on both the region's social and economic prosperity. All forms of crime, excluding the number of murders reported within the region increased.

It could be argued that infrastructure precedes development. In order for communities to have access to basic services, the necessary capital infrastructure should thus be in place. It can furthermore also be disputed that the state of municipal services delivery reflects the state of human development in any municipal area. It was recorded that all levels of municipal services delivery, apart from electricity, has increased within the Eden region. But, it should furthermore also be highlighted that population growth impact service delivery. As a result it necessitates the Eden District Municipality, in support of its family of B – Municipalities to redirect their bulk infrastructure planning so as to proactively avoid future bottlenecks associated with scale and scarcity. A reason for the aforementioned could be the increase in tariffs, due to maintenance of infrastructure costs involved, which at times make it unaffordable to municipalities to buy and supply.

A municipal road infrastructure is the salvation to social and economic development. Better connectivity improves socio – economic conditions of the people living in those areas. Good communication and transport network opens up the economy for better utilisation of its potential resources, facilities and induces growth of all sectors. The total coverage of roads of Eden District amounts to 7 200 kilometers. Overall, 1 842 kilometers (25.6%) constitute surfaced roads and 5 359 kilometers (74.4%) are gravel roads. Integrated Transport Planning should thus become one of the keys towards regional development within the Eden district.

The Millennium Development targets are RDP Standards for water (25l/day) by 2008 and 2010 respectively. In terms of access to water, the Kannaland municipality did not show any improvement. The result is thus that more capital should be invested within the area to assist this municipality to perform this function. In terms of the safety of drinking water, the Eden District Municipality made an exceptional performance, with Bitou, George and Mossel Bay attaining Blue drop status.

The government instituted initiative ASGISA, aimed to halve poverty and unemployment by the year 2014 by maintaining a steady growth in GDP of above 4.5% in the short term, and then adopting envisaged growth of 6% between 2010 and 2014. In 2011, the proportion of people living in poverty was just under 27 per cent, which in fact illustrates a decline of the percentage of people that lives in poverty within the region since the year 2002. Eden has the second highest unemployment rate (18.5%) after Central Karoo District (30.8%) mainly under the female and coloured groupings and age categories between 20 and 24 years of age. Although the Eden District Municipality and its family of B – Municipalities are not by legislation mandated to create jobs, they could in turn redirect their investments, human

capacity and support towards tourism development, SMME development, BBBEE and skills development in order to create of sustainable job creation opportunities.

Chapter 3 MUNICIPAL OVERVIEWS



3. MUNICIPAL OVERVIEWS

The Constitution of the Republic of South Africa makes a clear distinction between Category A, Category B and Category C Municipalities.

- **Category A** municipalities, or **metropolitan municipalities**: These are large cities, which have exclusive executive and legislative authority within their municipal boundaries.
- **Category B** municipalities or **local municipalities**: These are municipalities that share executive and legislative authority with category C or district municipalities. All local municipalities fall within the boundaries of district municipalities.
- **Category C** municipalities or **district municipalities**: These are municipalities that each contains a number of local municipalities.

The Eden District Municipality is a category C Municipality that consists of seven B municipalities that reside within its jurisdiction. These municipalities include Kannaland-, Bitou-, Oudtshoorn-, Mossel Bay-, George-, Knysna- and Hessequa Municipality.

Important to highlight is the fact that the Eden District Municipality's planning processes must be informed by the planning processes of these municipalities. This chapter aims to provide an overview by focusing on the seven B – municipalities on an individual basis.

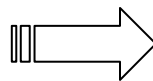
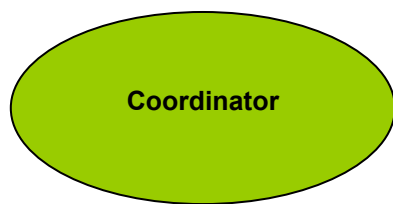
3.1 Powers and functions of B – Municipalities

As in district municipalities, B – municipalities in South Africa were also mandated to perform certain functions so as to achieve the goals and objectives of a developmental local government. Some of the functions allocated to the seven B – municipalities that reside within the Eden region include inter alia:

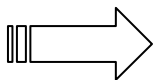
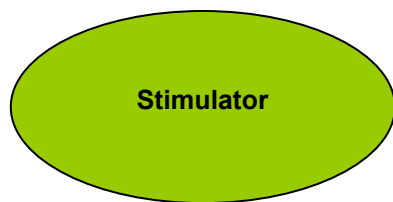
<ul style="list-style-type: none">• Beaches and Amusement Facilities• Advertisements in Public Places• Building, Trading Regulations, Liquor & Public, Nuisance Control• Cemeteries, Funeral Parlors & Crematoria• Fire Fighting Services Licensing• Local Tourism• Local Amenities• Local Sport Facilities• Street Trading• Traffic and Parking• Storm Water Management	<ul style="list-style-type: none">• Markets Stalls / Trade Areas• Municipal Abattoirs• Municipal Planning• Municipal Public Transport• Municipal Parks and Recreation• Municipal Roads• Public, Nuisance Control Fire Fighting Services• Public Places• Pontoons, Ferries, Jetties, Piers & Harbors• Refuse Removal, Refuse Dumps & Solid Waste
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3.2 Eden's role towards these functions

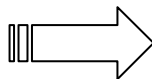
Chapter five highlights the key functions that are currently performed by the Eden District Municipality. Looking at the district significant role of the Eden District Municipality, it could be illustrated as follows:



- Establish and disseminate guidelines and standards for efficient and effective service delivery in an integrated manner
- Ensure integration of actions that support each other and encourages innovation, coordination and methods of implementation



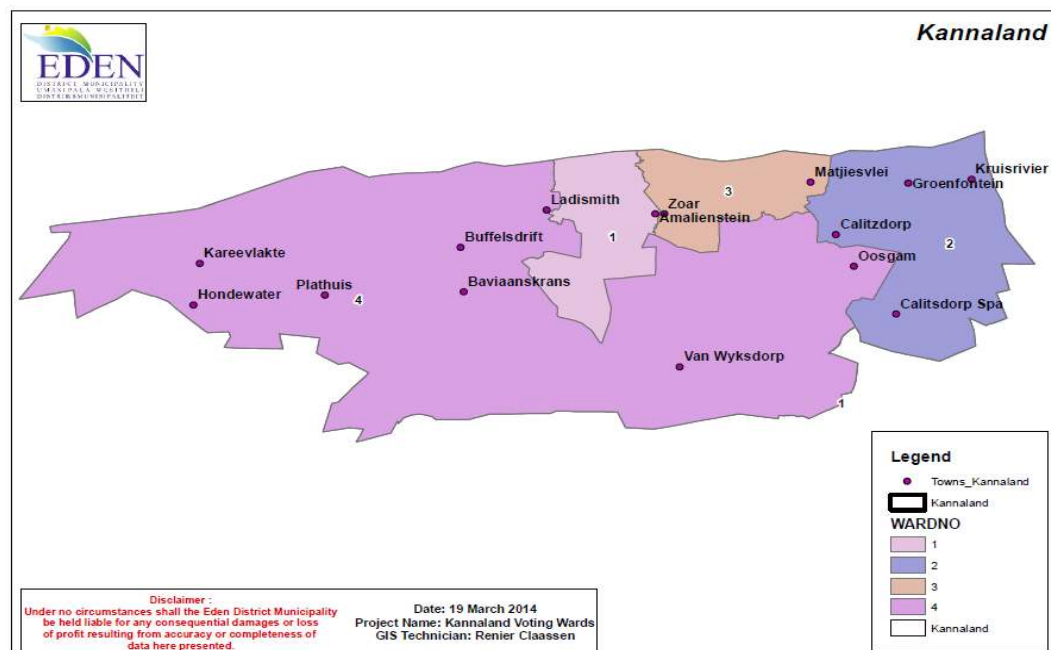
- Create and communicate alternative incentives for service delivery and investment in the District
- Create mechanisms that will ensure sustainable investment and economic opportunities
- Implement the District Shared Services Model



- Identify needs and opportunities for intervention
- Ensure that funding is available within the budgetary allocation towards training, capacitating, project management, monitoring, evaluation and communication
- Establish an environment conducive to investment, capacity transfer and service delivery

3.2 KANNALAND MUNICIPALITY

Kannaland Municipality is about 4758 km² in extent and includes the towns of Ladismith, Calitzdorp, Zoar and Van Wyksdorp.



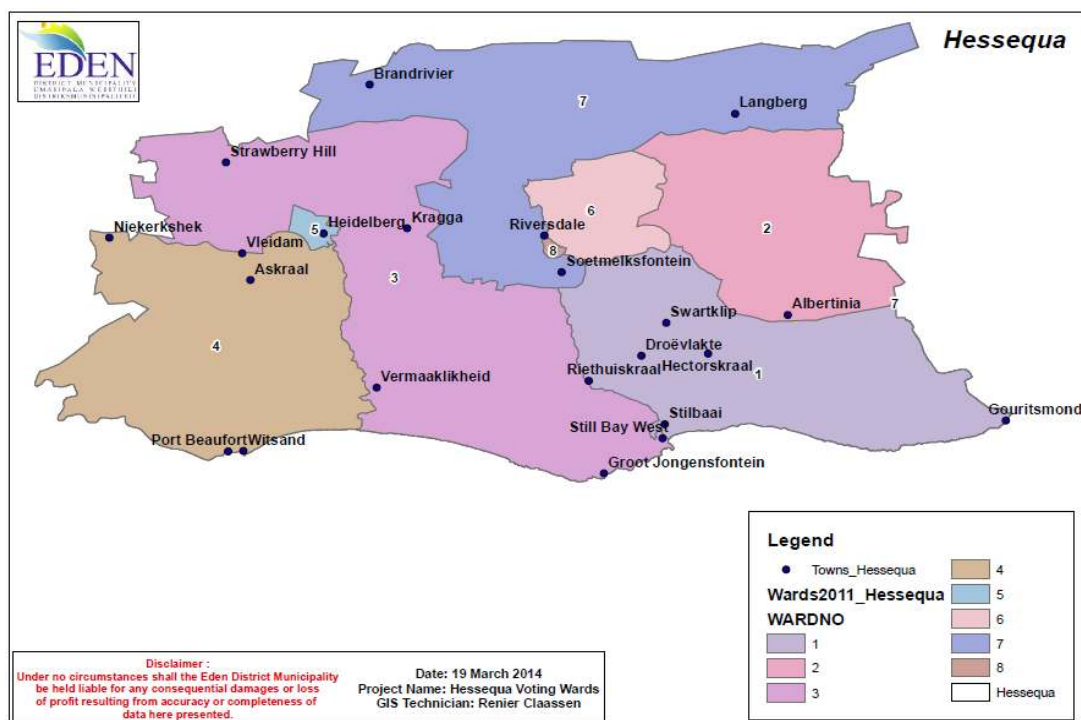
Municipal area coverage	4,758 km ²
Total number of wards	4
Total population	24 768
Population growth between 2001 and 2011	0,3 %
Total number of households	6212
Total number of informal dwellings	159
Number of individuals with no income	9521
Number of households using electricity for lightning	5 571
Number of households using electricity for cooking	5 022
Number of households with no access to piped water	263
Number of households using bucket system	112
Unemployed	17,3 %
Dominant economic sector (s)	Agriculture and Manufacturing
Municipal capital budget 2013/2014	
Strategic Objectives	Community, Social and Human Capital development Community, Social and Human Capital development Infrastructure: Public Works and Transport Environmental and Spatial development Finance and Resource mobilisation Good Governance and Institutional development Economic Development

Municipal Priorities 2014/2015

- Development of gardens at entrances of towns
- To address shortfalls in achieving blue drop status
- Upgrading of infrastructure at waterworks, lab equipment on site, staff training, toilet on site
- Installation of bulk and internal water meters to reduce water losses and to measure water supply
- Upgrade of water treatment plant in all towns. Infrastructure and reservoirs must be repaired
- Replacement of asbestos and clay pipes with PVC pipes. 80% of all towns still have asbestos pipes. Replacement of these pipes will reduce water pipe bursts
- Implementation of outcomes of water feasibility study. Build of a new dam, upgrading of existing dam, drilling of bore holes
- Address shortfalls in achieving green drop status
- The municipality is currently establishing a multipurpose centre in Ladysmith next to the existing library
- Use of school sports facilities and expansion of internet services
- Play parks
- Swimming pool for Van Wyksdorp
- Community hall for Van Wyksdorp
- Electrification of farm houses
- Installation of 78 street lights for Zoar
- Installation of solar geysers in new extensions and houses that have no solar geysers
- Electrification of main road entrances
- Street lights for Van Wyksdorp
- Study: District dumping site
- Expansion of Cemeteries
- District disaster management control centre
- Waster removal truck with compressor
- Building of houses to address backlogs
- Day Care centre: Bergsig
- Clinic: Bergsig

3.3 HESSEQUA MUNICIPALITY

Hessequa lies at the foot of the Langeberg Mountains, stretching along the Southern Cape from the Breede River to Gouritsmond. The area is well – known for its richness in natural beauty. Riversdale, Heidelberg, Albertinia and Slangrivier are the main towns serviced by the Hessequa Municipality.



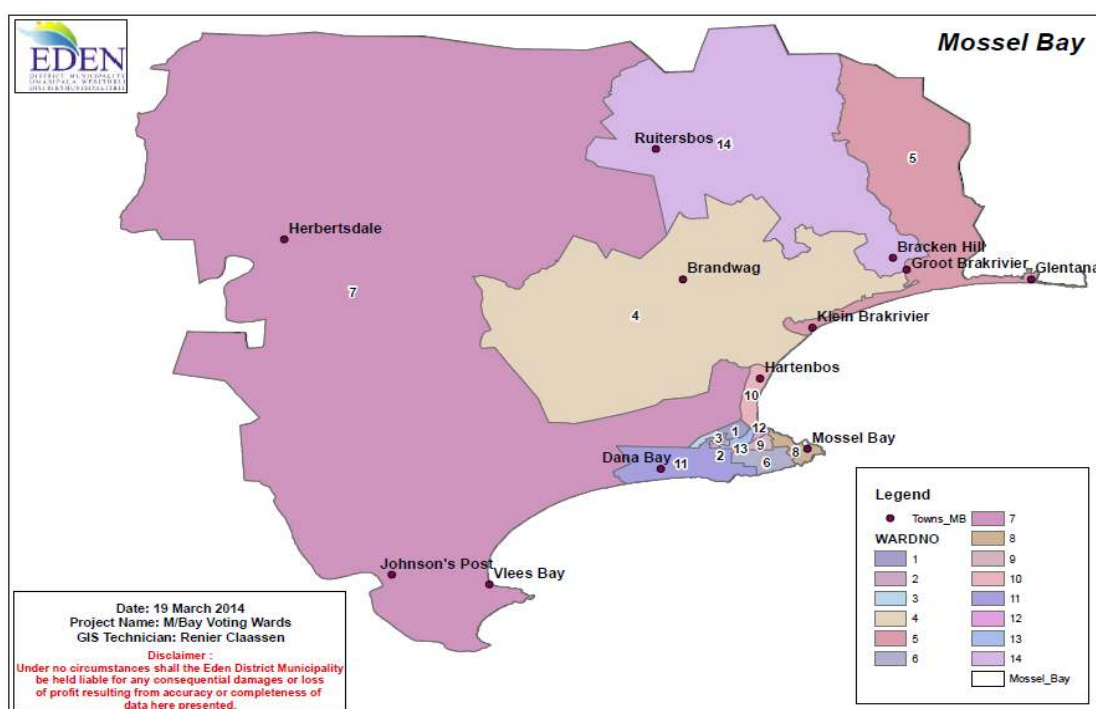
Municipal area coverage	5,733 km ²
Total number of wards	8
Total population	52 642
Population growth between 2001 and 2011	1,8 %
Total number of households	15 873
Total number of informal dwellings	727
Number of individuals with no income	19028
Number of households using electricity for lightning	15 063
Number of households using electricity for cooking	13 369
Number of households with no access to piped water	319
Number of households using bucket system	151
Unemployed	14,2 %
Dominant economic sector (s)	Tourism
Municipal capital budget 2013/2014	
Strategic objectives	<p>An integrated approach to development of the social well being of our residents</p> <p>Maintaining of all services and assets, as we develop infrastructure that secures growth in a sustainable manner.</p> <p>Ensuring a sustainable future through effective conservation of natural resources, limiting the impact of our presence in the ecology and returning to a heritage of preservation</p> <p>Empowerment of communities through effective communication and participation within municipal</p> <p>Focused economic development that would stimulate economic growth, to the benefit of all communities</p>

Municipal Priorities 2014/2015

- Provision of formal surface of Port Beaufort road. This has been in the asking for many years.
- Upgrading of sport facilities
- Urgent need for funding of organisational structure study. "Dienstaat ondersoek" work study
- Anti Corruption Hotline
- SAPS Offices
- Clinic Services. Availability of medical doctor.

3.4 MOSSEL BAY MUNICIPALITY

Mossel Bay also known as “Karoo – by – the – sea” poses as a popular tourist destination, mainly because of its temperature climate, long stretches of unspoiled beaches and sailing facilities, marine sports and fishing activities.



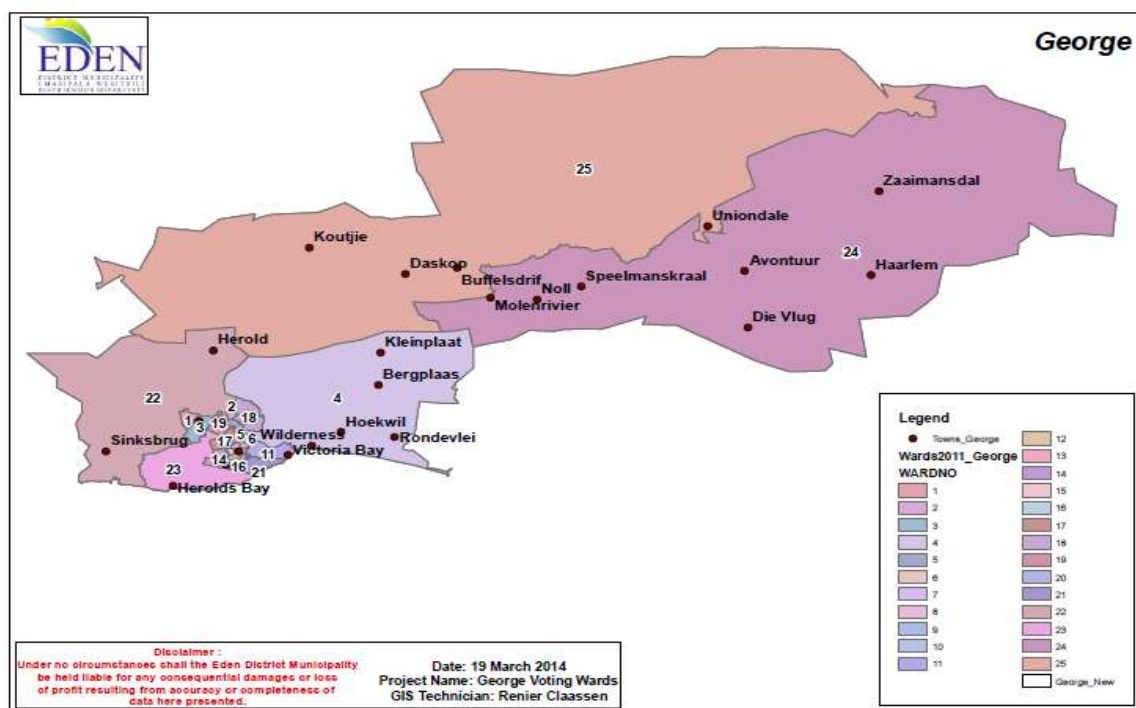
Municipal area coverage	2,011 km ²
Total number of wards	13
Total population	89 430
Population growth between 2001 and 2011	2,2 %
Total number of households	28 025
Total number of informal dwellings	3 443
Number of individuals with no income	32 213
Number of households using electricity for lightning	26 292
Number of households using electricity for cooking	24 061
Number of households with no access to piped water	479
Number of households using bucket system	445
Unemployed	22,4 %
Dominant economic sector (s)	Manufacturing
Municipal capital budget 2013/2014	
Strategic objectives	Community development, Education and Health
	Community development, Education and Health
	Development of new services and infrastructure
	Spatial Development & Environment
	Municipal Financial Viability and Management
	Governance and Communication
	Economic Development & Tourism

Municipal Priorities 2014/2015

- Poultry Value chain project
- Upgrading of Louis Fourie Road from Dana Bay to Hartenbos
- Construction of bridge or subway across main road (Brandwacht) to ensure safe crossing of the road.
- Upgrading / Tarring of gravel road between Freimersheim and Greatbrak River
- N2 Crossing
- New Fully fledged Station
- Upgrading of sports facilities
- Annual Diaz festival
- ICT services for all libraries
- Government subsidised transport for school children
- Full time Operation and maintenance of newly build Sonskyn Vallei Clinic.
- Provision of dedicated emergency and ambulance Service in Great Brak River Area, Greenhaven and Wolwedans Community

3.5 GEORGE MUNICIPALITY

George Municipality is situated in the heart of the Eden District and the midway between Cape Town and Port Elizabeth. It is known as the tourism highway of the Western Cape and links some of the district's major towns with each other. The municipal main towns include Wilderness, Harold's Bay and most recently added, Uniondale and Haarlem.



Municipal area coverage	5,191 km ²
Total number of wards	25
Total population	19 3671
Population growth between 2001 and 2011	2,6 %
Total number of households	53 551
Total number of informal dwellings	7 738
Number of individuals with no income	70 094
Number of households using electricity for lightning	48 737
Number of households using electricity for cooking	44 879
Number of households with no access to piped water	1 302
Number of households using bucket system	1 097
Unemployed	20,7 %
Dominant economic sector (s)	Services
Municipal capital budget 2013/2014	
Strategic objectives	Deliver quality services in George
	Keep George Safe & Green
	Good Governance in George
	Participate in George
	Grow George

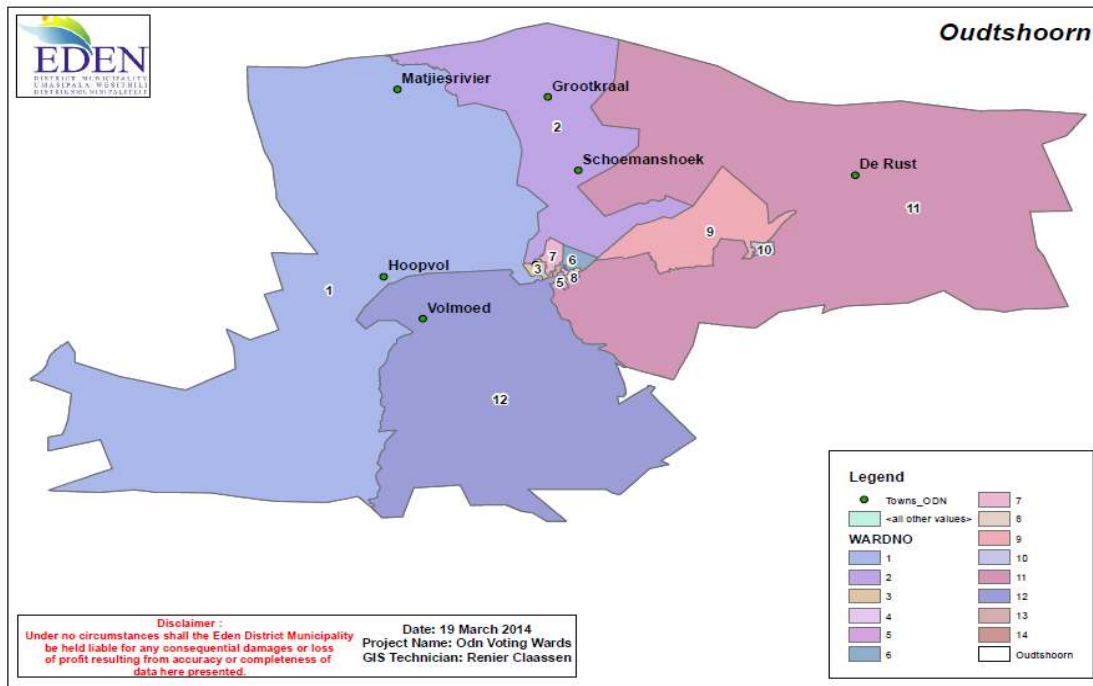
Municipal Priorities 2014/2015

- Transfer of agricultural land
- Access to housing including **rectification**
- Emergency Housing Project (EHP) of approx. 500 serviced sites
- Middle income (GAP) housing
- EHP. Repair of 15 fire damaged and 13 structural damaged houses
- GIPTN implemented in 2014

- Resurfacing TR00101 between George and Waboomskraal & reseal of TR07501 between Holgaten & Oudtshoorn
- Rehabilitate MR347 – Blanco
- Droughts and water shortages
- New Water Pipeline
- New Bulk Sewer system
- Programmes implemented as part of a Sustainable Settlement Rural Support Programme
- Employment opportunities for matriculants
- Learnership Training Programme
- Tourism Projects
- Illegal Taverns
- Establishment of an arts forum in the region
- Upgrading of library and new books
- Recreational facilities
- Play parks
- Upgrade of ablution facilities at sport fields
- Upgrade of Maraiskamp sports field
- Extension of the home for street children
- Project to assist self-development of street children
- Feeding scheme for street children
- More Mobile Clinic visits
- Social Development facilities
- ICT with free equipment and internet access
- Clinic and fulltime doctor (clinic for ward 22) and (Mobile clinic for ward 23)
- Ambulance services
- Employment opportunities for matriculants
- Transfer of clinic to Hospital Site
- Provision of electricity to informal areas in Thembaletu and the upgrading of bulk electricity supply to Thembaletu

3.6 OUDTSHOORN MUNICIPALITY

Oudtshoorn Municipality is situated in the heart of the Little Karoo and stretches along both sides of the Grobbelaars River. It is sheltered by the Swartberg Mountains to the north and the Outeniquas in the South.



Municipal Area Coverage	3,537 km ²
Total number of wards	13
Total Population	95 933
Population growth between 2001 and 2011	1,2 %
Total number of households	21 910
Total number of informal dwellings	2 200
Number of individuals with no income	36 158
Number of households using electricity for lightning	18 679
Number of households using electricity for cooking	17 036
Number of households with no access to piped water	629
Number of households using bucket system	803
Unemployed	25,1 %
Dominant Economic Sector (s)	Tourism and manufacturing
Municipal capital budget 2013/2014	
Strategic objectives	Human and Social development
	Municipal Transformation & Institutional Development
	Basic Services and Infrastructure Development
	Integrated human settlements and sustainable environment
	Municipal Financial Viability
	Good Governance and Community Participation
	Local Economic Development

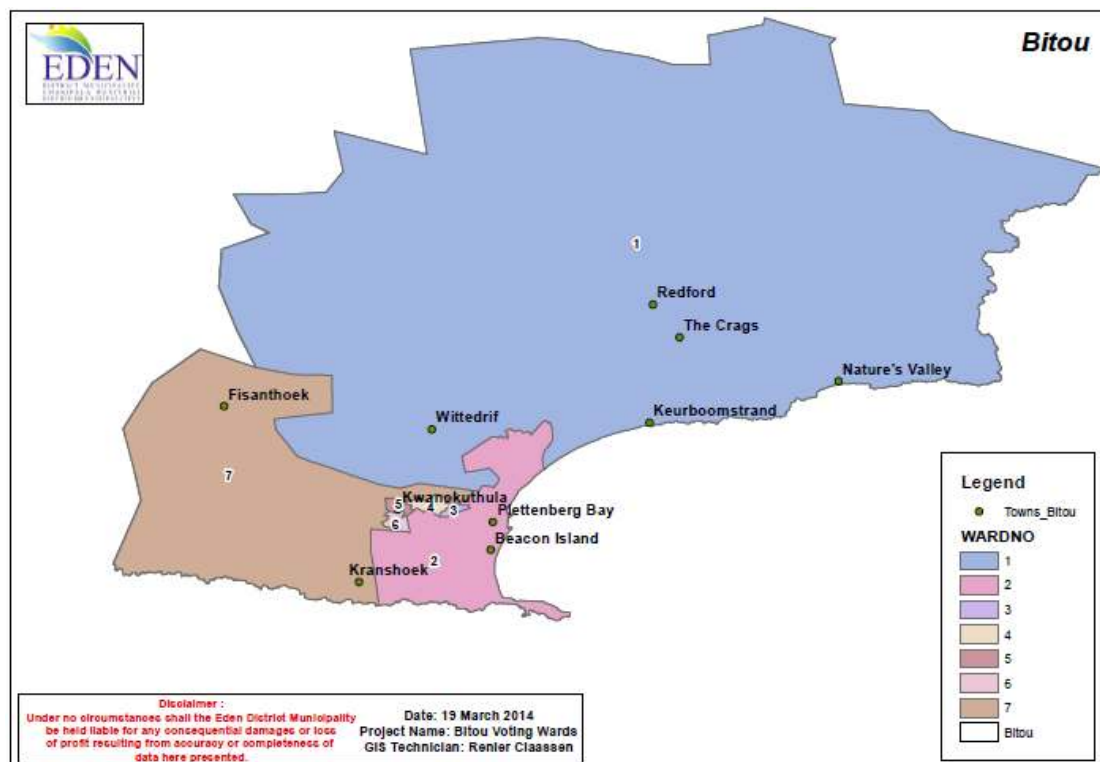
Municipal Priorities 2014/2015

- Construction of Hydroponics and tunnel farm
- Establish Culture village to enhance tourism

- Establish Business incubator Centre
- Establishment of artisans skills center
- Development of Mandela Market Square for crafters and Hawkers
- Housing Project (Rectification of Vaalhuise)
- Speed Calming of community and main roads
- 2 Slipways on De Rust Road (St Saviour and cemetery)
- Truck Stop on the Rust Road-Oudtshoorn Urban Edge
- Upgrade road between Oudtshoorn and George
- Establishment of walk way and cycling path on river bank
- Total rehabilitation of streets
- Total Rehabilitation of Water Mains
- Construction of Water Treatment Facilities
- Completion of Blossoms Artesian Water source with storing capacity

3.7 BITOU MUNICIPALITY

Bitou Municipality is situated along the Garden Route, with its eastern boundary the provincial boundary between the Western and Eastern Cape provinces. Plettenberg Bay, its main town, is known as “The Jewel of the Garden Route” and is one of the most fashionable holiday and tourists destinations in South Africa.



Municipal Area Coverage	992 km ²
Total number of wards	7
Total Population	49162
Population growth between 2001 and 2011	5,2 %
Total number of households	16 645
Total number of informal dwellings	4 059
Number of individuals with no income	19 863
Number of households using electricity for lightning	15 653
Number of households using electricity for cooking	14064
Number of households with no access to piped water	254
Number of households using bucket system	125
Unemployed	30,4 %
Dominant Economic Sector (s)	Tourism
Municipal capital budget 2013/2014	
Strategic objectives	Social and Economic Development
	Institutional Transformation
	Basic Services and Infrastructure Development
	Financial Democratization and Governance Management
	Social and Economic Development

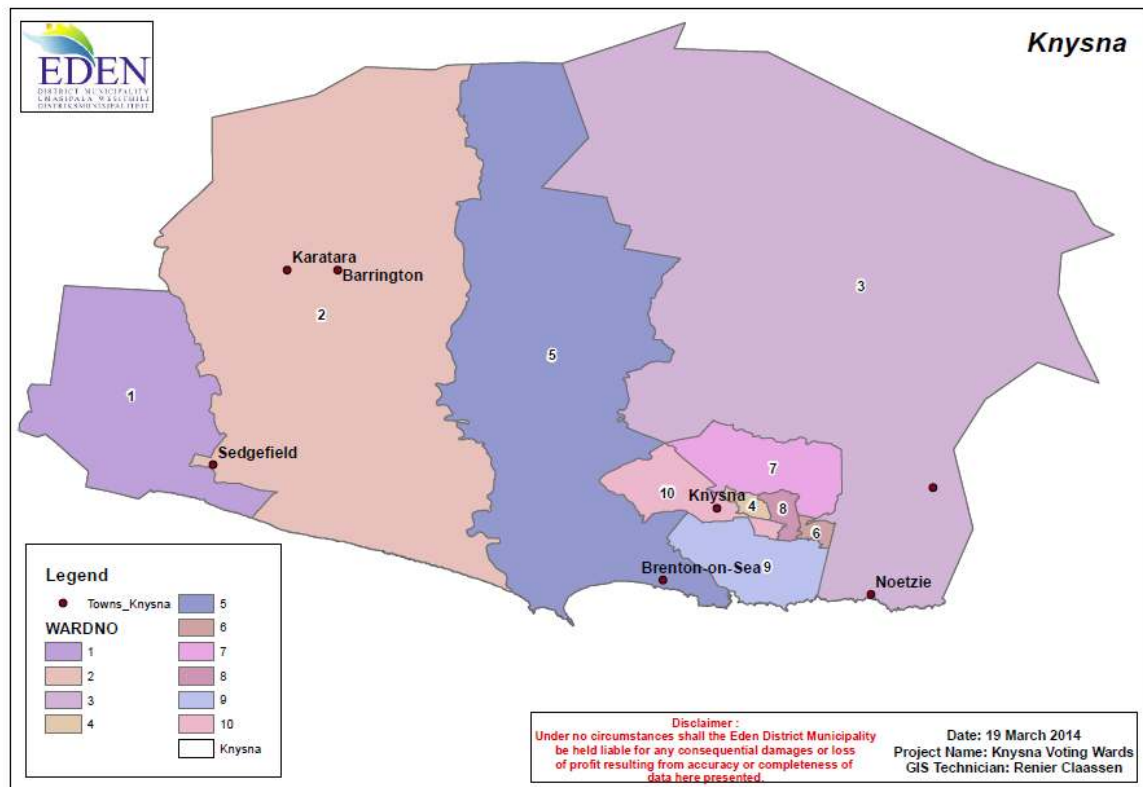
Municipal Priorities 2014/2015

- Purchasing of land for Agricultural development
- Assistance with the transfer of State owned land to Knysna Municipality for residential development
- Construction of a licensing and vehicle test Centre and weigh-bridge
- Tarring of the roads linking Wittedrift and Kranshoek with the N2
- Road safety project(Construction of walk ways in Green Valley and Kurland)
- Construction of a pedestrian bridge linking Kwa-Nokuthula with New Horizon
- Establishing a second entrance into Kwa- Nokuthula and construction of a traffic circle on the N2 into Beacon Way.
- Alien clearing at the Keurbooms river catchment area
- Food Security(Chicken Farming, food gardens and crop farming)
- Expand CRDP nodes to include Covie(Profiling and establishment of CoS)
- Identification of suitable land for emerging farming initiatives.
- Facilitate a summit for emerging farmers
- Support programme for emerging farmers
- Improve the municipal ICT access to become a smart municipality(use of optic fibre)
- SMME support services (REDDOOR)
- Construction of the waste transfer station
- Satellite police station
- The municipality requested the upgrading of Sports Facilities in the New Horizon, Kwanakuthula, Kranshoek, Greenvally, Qolwani and Bossiegif. The municipality was advised to develop a business plan and submit to DCAS
- Upgrading of libraries
- South Cape College upgrade
- New primary and secondary school
- School safety project

- Construction of a correctional facility
- Increase bulk electricity infrastructure and find alternative energy sources
- Clinic in Green Valley not easily accessible
- Upgrading of the New Horizon Clinic
- Provision of policing services (SAPS contact office)
- Establishing a second entrance into Kwa- Nokuthula and construction of a traffic circle on the N2 into Beacon Way
- Housing electrification

3.8 KNYSNA MUNICIPALITY

Knysna Municipality boasts with an extraordinary natural beauty consisting of a part of the Outeniqua Mountains, the largest indigenous forest left in South Africa and a stretch of beaches.



Municipal area coverage	1,109 km ²
Total number of wards	10
Total population	68659
Population growth between 2001 and 2011	2,8 %
Total number of households	21 893
Total number of informal dwellings	5 265
Number of individuals with no income	
Number of households using electricity for lightning	19 440
Number of households using electricity for cooking	17 159
Number of households with no access to piped water	341
Number of households using bucket system	462
Unemployed	25,0 %
Dominant economic sector (s)	Manufacturing and tourism
Municipal capital budget 2013/2014	
Strategic objectives	To facilitate real opportunities for youth, women, and disabled and appropriate care for the aged
	To develop progressive strategies to optimise the use of available human resources
	To promote access for all citizens to equitable, appropriate and sustainable infrastructure and services within a safe environment
	To ensure ecological integrity through sustainable practices of municipal governance
	To ensure a municipality that is committed to an innovative approach, prudent investment of public funds, good governance, financial viability and optimal institutional transformation that accommodates diversity in service delivery
	To establish a common vision and create coherence in government work by seeking close partnership with citizenry
	To create an enabling environment for economic growth that attracts investors, encourages innovation and facilitates pro-poor interventions

Municipal Priorities 2014/2015

- Development of an Integrated Strategic Development Framework which includes the review and integration of: SDF; Economic Strategy; Human Settlement Plan; Strategic Environmental Assessment
- Assistance with the transfer of State owned land to Knysna Municipality for residential development
- Development of an effective management plan to prevent the pollution of estuaries
- Support for upgrading of bulk infrastructure
- Review of the Knysna Municipality Integrated Transport Plan
- Implementation of the Red Tape Reduction Strategy

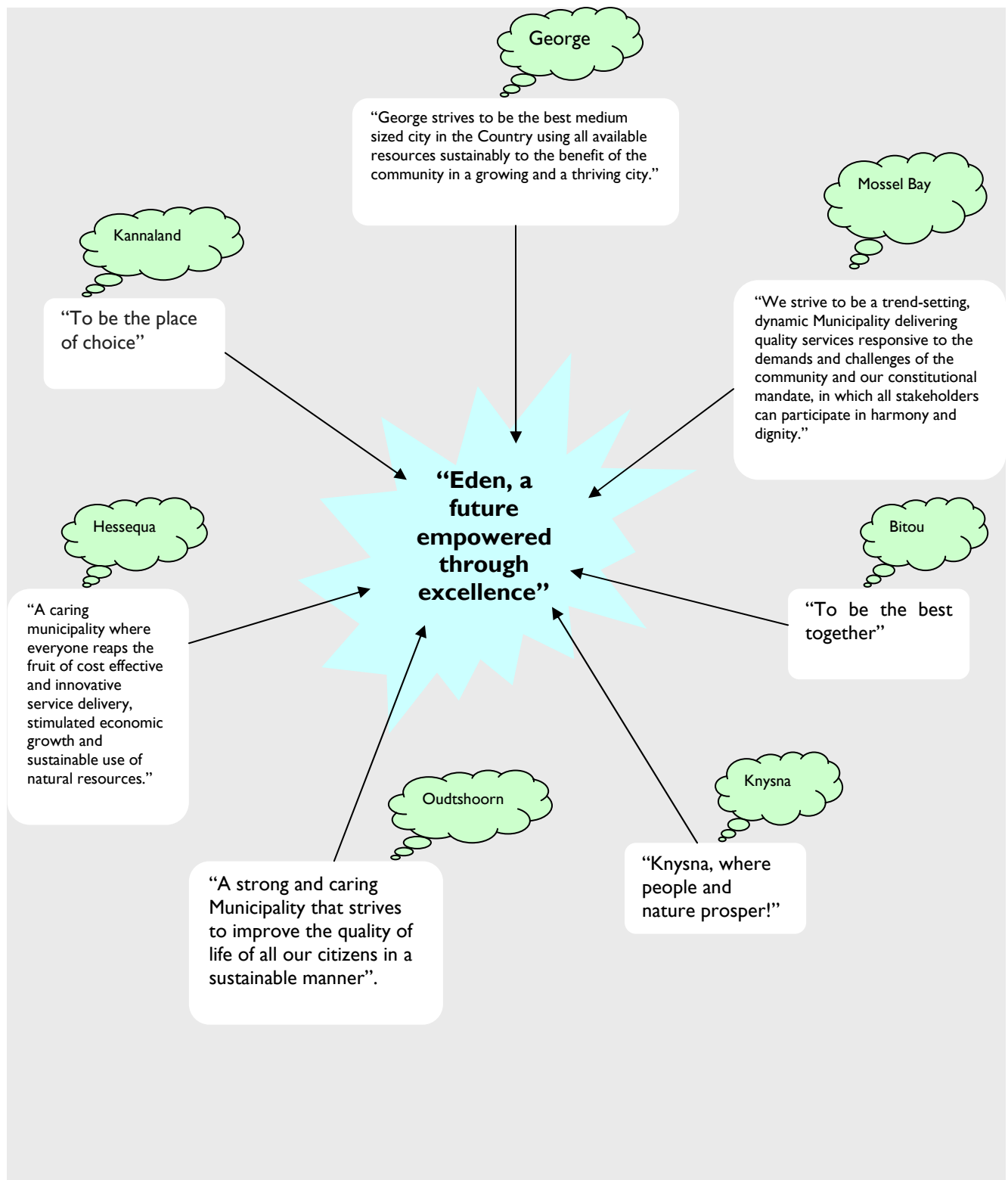
- Facilitating of an Economic Development Summit
- Development of low cost houses
- Acquisition of land from MTO to unlock the Kruisfontein
- Development of an Integrated Strategic Development Framework
- Educational equipment for libraries
- Wheelie wagons
- Sport development summit
- Upgrading of sport facilities
- Sport development
- Primary school
- Higher educational facility
- Transport of school children
- Development of storm water master plans for disaster management purposes
- Electrification of all informal settlements
- Electrification of Brackenhill
- Bulk infrastructure for electricity provision for housing developments in the HSP pipeline
- Establishment of a full-fledged fire station
- Development of Integrated Energy Master Plan
- Resuming of the suspended solar geyser project
- Development of an Integrated Waste Management Plan
- Establishment of a functional Disaster Management Centre
- Upgrading of the Nekkie/N2 Intersection
- Development of an effective management plan to prevent the pollution of estuaries
- Implementation of the Red Tape Reduction Strategy
- Facilitating of an Economic Development Summit
- Establishment of an Early Childhood Development Centre
- Establishment of a shelter for homeless people
- Establishment of a service centre for the aged
- Establishment of a safe house for abused women and children
- Establishment of health care facilities
- Expansion of existing clinic facilities
- Implementation of food nutrition programmes for vulnerable people
- Conducting a municipal wide risk analysis in order to establish a risk profile for Knysna Municipality
- Municipal Youth advisors to strengthen the capacity of CDW's and advance the youth development agenda of the municipality
- Improving the effectiveness of the emergency services (ambulances, etc) particularly in rural areas and informal settlements
- Establishment of a full- fledged Thusong Service Centre
- Establishment of a Community Hall

3.9 EDEN SWOT ANALYSIS

The following table presents an illustration of the region's SWOT analysis.

Strengths	Weaknesses
Eden IGR structures Positive relations with all spheres of government Shared Services opportunities Rich natural endowments Closely situated to Cape Town and Port Elizabeth George and Mossel Bay regarded as high capacity B – Municipalities Good Road Transport Infrastructure and linkages between towns Access to tertiary institutions Master plans and policies that drive sustainability development in place Thusong services programme	Debates with regards to Non – Core versus Core Municipal functions Limited human capacity Limited municipal financial resources Municipal external loans
Opportunities	Threats
Eden to fulfill its role as the region's strategic enabler Utilizing the geographical position and natural endowments to enhance the district economy Huge tourism potential Agricultural development potential National and international district economic investment Cross border cooperation and partnerships Development of project partnerships	Aging infrastructure Climate change Limited landfill space Availability of land Negative media publicity Corruption at a local level Environmental degradation Impact of migration on service delivery In migration that could impact municipal services delivery Service delivery protests The impact of crime except in Mossel Bay Environmental degradation Increasing levels of the unemployed youth population Possibility of aging services infrastructure Impact of HIV/Aids and health related challenges on development

3.10 ALIGNMENT OF EDEN DISTRICT MUNICIPALITY'S VISION WITH THE VISIONS OF B – MUNICIPALITIES

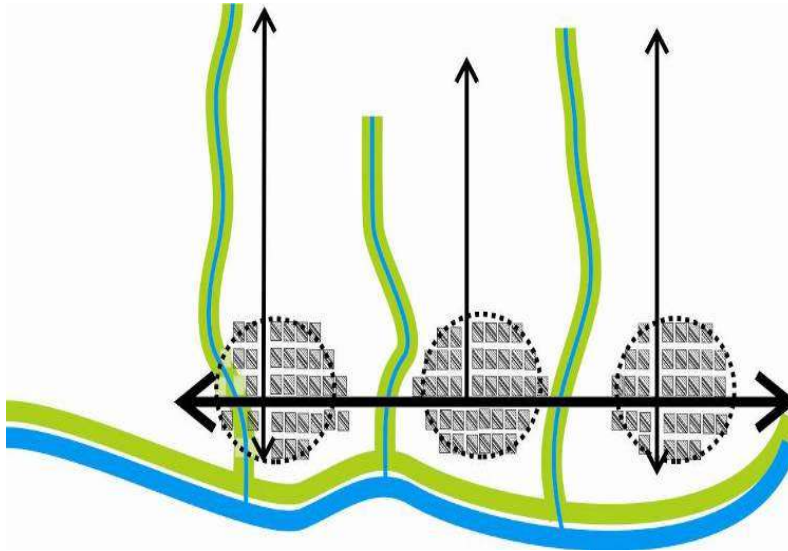


3.1.1 ALIGNMENT OF THE EDEN DISTRICT MUNICIPALITY'S STRATEGIC OBJECTIVES WITH B – MUNICIPAL STRATEGIC OBJECTIVES

Eden District Municipality	George Municipality	Bitou Municipality	Mossel Bay Municipality	Kannaland Municipality	Oudtshoorn Municipality	Knysna Municipality	Hessequa Municipality
Healthy and Socially stable communities		Social and Economic Development	Community development, Education and Health	Community, Social and Human Capital Development	Human and Social development	To facilitate real opportunities for youth, women, and disabled and appropriate care for the aged	An integrated approach to development of the social well being of our residents
Build a capacitated workforce and communities		Institutional Transformation	Community development, Education and Health	Community, Social and Human Capital development	Municipal Transformation & Institutional Development	To develop progressive strategies to optimise the use of available human resources	
Conduct regional bulk infrastructure planning and implement projects, roads maintenance and public transport: manage and develop council fixed assets	Deliver quality services in George	Basic Services and Infrastructure Development	Development of new services and infrastructure	Infrastructure: Public Works and Transport	Basic Services and Infrastructure Development	To promote access for all citizens to equitable, appropriate and sustainable infrastructure and services within a safe environment	Maintaining of all services and assets, as we develop infrastructure that secures growth in a sustainable manner.
Promote sustainable environmental management and public safety	Keep George Safe & Green		Spatial Development & Environment	Environmental and Spatial development	Integrated human settlements and sustainable environment	To ensure ecological integrity through sustainable practices of municipal governance	Ensuring a sustainable future through effective conservation of natural resources, limiting the impact of our presence in the ecology and returning to a heritage of preservation
Ensure financial viability of the Eden District Municipality		Financial Management	Municipal Financial Viability and Management	Finance and Resource mobilisation	Municipal Financial Viability	To ensure a municipality that is committed to an innovative approach, prudent investment of public funds, good governance, financial viability and optimal institutional transformation that accommodates diversity in service delivery	

Promote Good Governance	Good Governance in George Participate in George	Democratization and Governance	Governance and Communication	Good Governance and Institutional development	Good Governance and Community Participation	To establish a common vision and create coherence in government work by seeking close partnership with citizenry	Empowerment of communities through effective communication and participation within municipal processes
Grow the district economy	Grow George	Social and Economic Development	Economic Development & Tourism	Economic Development	Local Economic Development	To create an enabling environment for economic growth that attracts investors, encourages innovation and facilitates pro-poor interventions	Focused economic development that would stimulate economic growth, to the benefit of all communities

Chapter 4
EDEN SPATIAL DEVELOPMENT FRAMEWORK



4. EDEN SPATIAL DEVELOPMENT FRAMEWORK

4.1 INTRODUCTION

The long term spatial development opportunities of the Eden region are articulated in amongst other the National Spatial Development Perspective, Provincial Spatial Development framework (PSDF), the Eden SDF, B – Municipality's individual SDFs and the Growth Potential Study of Towns. Although the relevancy term of the Eden SDF only expires in the year 2015, the municipality is currently in the initiation process of the updated Eden District Spatial Development Framework in collaboration with the Department of Rural Development and Land Reform.

4.2 LGM TEC 3 ASSESSMENT RECOMMENDATIONS 23 APRIL 2014 AND EDEN DM RESPONSE AND REMEDIAL ACTION IMPLEMENTED

LGM TEC 3 ASSESSMENT RECOMMENDATIONS	EDEN DM RESPONSE AND REMEDIAL ACTION
District SDF is outdated. Maps are outdated. Focus on growth management and settlement patterns. Incorrect terminology used. "Regional" and "District". Export potential underutilised.	<ul style="list-style-type: none">The correct terminology shall be applied in future.⁴ The District SDF is in the process of being reviewed through the funding received from the Department of Rural Development and Land Reform.⁵ Issues relating to the Green Economy, sustainability, climate change impacts, biodiversity and alternative technological advancements in relation to renewable alternative energy sources will be included in the IDP Framework.⁶Mapping and the updating thereof is currently being undertaken by the Eden District Municipality's GIS Department in collaboration with DRDLR. A spatial reflection of ward based capital projects undertaken within the District is depicted in the IDP.⁷
No map providing a spatial	<ul style="list-style-type: none">GIS assisting with ward based mapping

⁴ Note: "District" refers to the Eden District which encompasses the seven Category B Municipalities. "Regional" includes all the district Municipalities in the Western Province. This is purely academic and ensures clarity thus preventing confusion. The changes have been made to the document to correctly reflect this correct use of terminology and all IDP Managers have been informed to use the correct terminology. (Also see 4.1 above)

⁵ Note: The Department of Rural Development and Land Reform (DRDLR) has indicated in writing that the funding previously committed for the appointment of a service provider to assist the District in the review of the Eden District SDF has been withdrawn. A letter from the Office of the Municipal Manager has been forwarded to DLG requesting a reconsideration of this resolution. The IDP Managers Forum Meeting of 6 May 2014 is in support of this assistance from DRDLR

⁶ A District Engineering Forum was held on 15 May 2014. The revival of this structure will greatly assist the District in providing technical expertise through the sharing of best practices and skills development initiatives to meet the current strategic objectives.

⁷ See Fig 4.1

reflection of planned expenditure in the Municipality.	indicating planned infrastructural capital expenditure. ⁸ IDP Managers Forum is providing the information for GIS to continue.
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4.2 THE NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE

The **National Spatial Development Perspective (NSDP)** assists government and municipalities in three answering **of three key questions** with regards to development: These include:

- i. Where should government direct its investment and development initiatives to ensure sustainable and maximum impact?
- ii. What kinds of spatial forms and arrangements are most conducive to the achievement of the objectives of democratic nation-building and social and economic inclusion?
- iii. How can government as a whole capitalise on complementarities and facilitate consistent decision making and move beyond focusing on integration and coordination procedures to establishing processes and mechanisms that will bring about strategic coordination, interaction and alignment?

The Eden District Municipality subscribe to the principles and objectives of the **NSDP** of:

- Rapid economic growth that is sustained and inclusive is a pre-requisite for the achievement of other policy objectives, among which poverty alleviation is key.
- Government has a constitutional obligation to provide basic services to all citizens (e.g. water, energy, health and educational facilities) wherever they reside.
- Beyond the constitutional obligation identified in Principle 2 above, government spending on fixed investment should be focused on localities of economic growth and/or economic potential in order to gear up private-sector investment, to stimulate sustainable economic activities and to create long-term employment opportunities.
- Efforts to address past and current social inequalities should focus on people, not places.
- In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channeled into activity corridors and nodes that are adjacent to or that link the main growth centres.

4.3 THE PROVINCIAL SPATIAL DEVELOPMENT FRAMEWORK

The **Provincial Spatial Development Framework (PSDF)**⁹ is a transversal planning instrument which encourages Municipalities to adopt a transversal

⁸ IDP Managers Forum held on 6 May 2014 resolved that the Forum take the initiative to champion the Review of the SDF in the District pending the assistance of DRDALR and cooperate with the District IDP Manager with detailed capital infrastructural expenditure budget allocations in their respective municipal areas.

⁹ A draft of the Western Cape's new Provincial Spatial Development Framework (PSDF), as prepared by the Department of Environmental Affairs and Development Planning (DEA&DP) with the assistance of service providers. The draft PSDF has been made available for review and input by interested and affected parties, following which all comments received will be considered and the PSDF amended accordingly. The programme is to finalise the PSDF in 2014 and submit it to the Provincial Cabinet for approval. Once approved it will replace the PSDF approved in June 2009.

approach to spatial considerations and seeks to create sustainable and integrated human settlements and promote sustainable livelihoods through careful land use management and spatial planning of natural resources; economic activities; taking into account potential high risk development areas; interconnectivity of towns; growth potential and demographics of the area; and social and infrastructural needs across the landscape. It furthermore hinges on a set of broad strategies which are specific to the Eden District and seeks to change the current spatial paradigm from the default position of “reverting to business as usual.” These strategies include:

- Promote urban compaction and densification specifically in George and Mossel Bay.
- Identify innovative urban development strategies to address problems created by broken topography of Knysna in order to address urban efficiencies. Need to attract permanent residents to the area and to move away from seasonal tourism related industries.
- George, Oudtshoorn and Knysna were identified as the towns with high development potential and high human need.
- Mossel Bay, Riversdale, and Plettenberg Bay are identified as towns with high development potential but lower human need.
- The Mossel Bay-George-Oudtshoorn area and Plettenberg Bay area identified as Tourism Development Areas and Route 62 identified as a tourism route.

Industrial development opportunities: Kudu Pipeline and downstream petrochemical processes at Mossel Bay; Agri-industry at George, Mossel Bay and Knysna; Agriculture and food processing at George.

The following significant spatial components have been identified in the PSDF as the key areas of economic growth and employment opportunity.

Regional motor 2: Southern Cape (Provincial SDF, 2009)

- Consists of Mossel Bay, George, Knysna and Plettenberg Bay;
- Diversified economy (industrial, tourism and construction sectors) with seasonal vulnerability;
- Highly sensitive lakes and mountain ecosystems.

Regional development corridor I: Breede River Valley

- Linking the City of Cape Town to the Southern Cape;
- Linking agricultural areas between the Southern Cape and

Saldanha – Vredenburg industrial nodes:

- Potential for public road-rail services to address commuter congestion emerging on N2 between Mossel Bay and Knysna;
- Possibility for urban development.

The PSDF states that larger towns and groups of towns that are functionally linked should make provision for future rail, light rail or road-based transport routes in their transportation and land use planning proposals. This forms part of the IRPTN in Cape Town and future IPTN development in the district municipalities.

The first step is to invest in NMT in line with incremental corridor densification. The municipalities for focus on long-term intra town corridors defined by the PSDF are:

- City of Cape Town
- Mossel Bay – George – Knysna (also potential commuter rail shuttle service);
- Hermanus – Onrus – Hawston – Fisherhaven;
- Saldanha – Vredenburg;
- Oudtshoorn – Dysselsdorp;
- Paarl – Wellington (also potential commuter rail shuttle service);
- Stellenbosch – Somerset West – Strand (also potential commuter rail shuttle service).
- George;
- Mossel Bay;
- Knysna
- Worcester – Vredendal

4.4 MAIN TOWNS AND SETTLEMENTS IN THE REGION

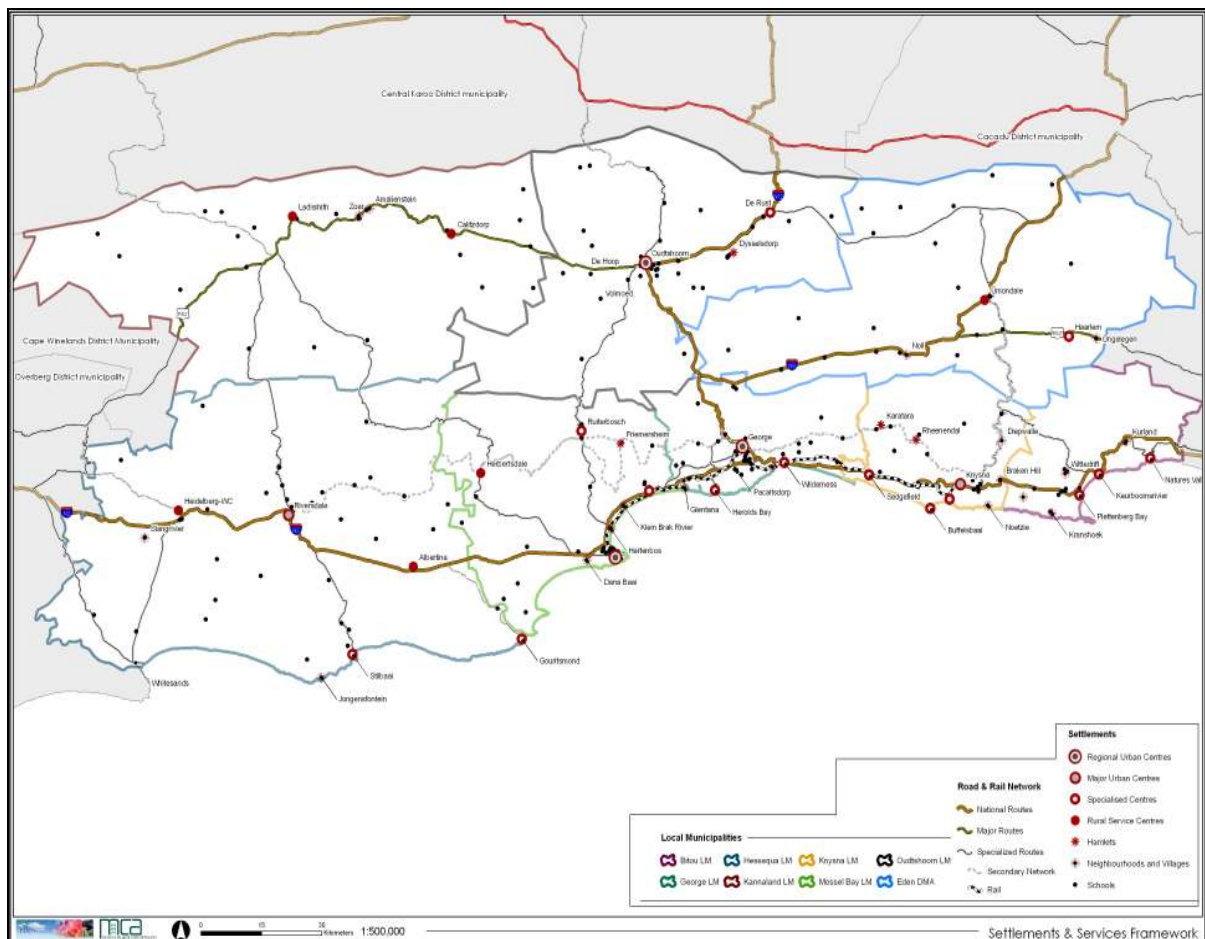
The Eden SDF (2009-2014)¹⁰ includes a settlement framework, a movement framework and a natural resources framework. It identifies six major planning focus areas as part of the settlement framework. Oudtshoorn, Mossel Bay and George are recognised as Regional or District Urban Centres. A proposed Movement Framework is put forward with the objective to reduce congestion, increase mobility and link investment in transport infrastructure to land use and economic development policies. The movement framework depicts the location of the national, major, specialised and regional public transport routes, specialised harbours and regional and specialised airports (being George and Plettenberg Bay respectively).

The towns of Oudtshoorn, Mossel Bay and George are the regional urban centres and offer the widest range of economic and social opportunities. It is then for this reason that the Eden District the 2009 SDF proposes that future settlement development and social infrastructure should be located to these areas.

The following map provides an overview of the region's main towns and settlements.

Regional centres are innovative business environments; they are the centres of jobs and lifestyle; have the highest concentration of work opportunities; attract new shopping, health, education, business and cultural facilities; and provide highly specialised services and a full range of business, governments, retail services. They are the preferred location for (public and private sector) activities that have significant impact as trip generators, drawing users from the centre and beyond. Regional centres identified in the Eden SDF include George, Mossel Bay and Oudtshoorn. They are considered to be major innovative business environments which attract a full range of facilities and shopping opportunities, cultural and community facilities.

¹⁰ Although outdated as highlighted during the LG MTEC 3 Assessment and Engagement (23 April 2014) the Eden District Municipal SDF remains within the legislative compliance prescripts.



Major urban centres are main shopping and business centres with scope to accommodate ongoing investment and change in retail, office, service and (public and private) residential markets; they play a critical role in the districts economic performance; they are have large catchment; and are the convergence of multiple public transport routes. The Eden SDF, Knysna and Riversdale are regarded as other major urban centres.

Specialised centres are substantial assets to the region and interact with the rest of the region in a complex way; they contain major infrastructure investment and a mix of economic activities focused towards their specialisation (e.g. holiday or retirement). Housing development in these areas should be limited. The following map illustrates the region's specialised centres.

4.5 THE ROLE OF THE URBAN EDGE

The urban edge basically refers to a demarcated line around a specific area that manage, control and directs development on the boundaries of that area. The aim is to regulate urban development whilst at the same time promote urban and environmental efficiency, effectiveness and the economy to the benefit of all residing within a specific area.



Hamlets contain a mix of uses to meet local convenience needs; they are walkable; and community focal point with social facilities (schools, libraries, child care); they are dominated by small businesses; and have less than 10,000 m² retail floor space. The focus of residential development in the hamlets should be on the creation of integrated sustainable human settlements. Therefore these settlements should not receive subsidy housing, but may prove suitable for GAP, middle and high income housing development, led mainly by the private sector. Rheenendal, Volmoed, Friemersheim, Karatara, Brandwacht, Schoemanshoek and Spieskamp are the areas falling within this category.

Neighbourhoods and villages are largely residential, with little or no commercial or business uses. They usually consist of a few houses and little else. Development in these settlements is not encouraged, unless it is of a small scale and will aid in addressing challenges of creating integrated human settlements.

4.6 PROJECTS IDENTIFIED AS PART OF THE 2009 SDF

4.6.1 1:50 year, 1:100 year and contour verification

The aim of this project is to provide a complete data and accurate data set for the region. This information will be used to inform planning and development within the region in order to reduce the severity of flooding and natural disasters.

4.6.2 Alien vegetation mapping

The main purpose of this project is to:

- To effectively manage invasive alien species and fires, and grazing or harvesting without damaging the natural field; and
- Reduce water demand from alien vegetation.

4.6.3 Projects for the establishment and management of coastal areas

The following four projects deal with issues around the management of the coastal zone:

- Project to Initiate a Coastal Management Programme
- Project to Establish Coastal Boundaries
- Project to create/update Coastal Management Zone Bylaws
- Project to Create a Localised Coastal Zoning Scheme

Primary to coastal management is the mapping and establishment of the coastal zone areas. A management programme is crucial for these areas. To assist in management, by laws and zoning schemes to facilitate appropriate use and management of the zone could be created. The four projects could be combined under one phased initiative or engaged in separately.

4.6.4 Estuarine management plans

Estuaries are part of the transitional zone between the sea and land. Freshwater draining from the land mixes with the salt water of the sea to create unique habitats. These environments provide essential support to marine fishing stock, with many species significantly or completely dependent on estuaries. The loss or degradation of estuaries would have a significant and negative impact on the fishing industry.

Priority estuaries in the Eden District include:

- The Wilderness area estuarine lakes: Island Lake, Bo-Langylei and Rondevlei are linked via the Serpentine River.
- Swartvlei is fed by the Groot and Klein Wolwe Rivers and the Hoogekraal and Karatara Rivers.
- Breede River
- Gouritz River
- Klein Brak River
- Great Brak River
- Knysna River
- Keurbooms River
- Sout River, and

- Blaauwkrantz rivers
- Duiwenhoks
- Goukou

4.6.5 River corridors

The project must guide the management of river corridors so that the biodiversity and water quality of the river systems as a whole can be restored and conserved.

Priority estuaries in the Eden District include:

- Gourits River
- Goukou river
- Hartenbos River
- Klein Brak River
- Great Brak River
- Malgate River
- Gwaing River
- Kaaimans River
- Touws River
- Wolwe River
- GolKamma River
- Knysna River
- Noetzie River

4.6.6 Alternative power sources

The aim of this project is to generate alternative energy sources to supplement traditional electricity supply and reduce the region's vulnerability to blackouts.

4.6.7 Monitoring and evaluation of standards in existing schools

Schools are the building blocks of investment in social capital. This project focuses on the quality of schools (in terms of education and facilities) instead of simply focusing on if there are enough schools (numbers) in order to ensure that the citizens of Eden receive a sufficient quality of education.

4.6.8 Regional cemetery

Municipalities across the region are under immense pressure to develop cemeteries. It may prove prudent to develop a cemeteries shared by settlements and even shared by municipalities.

4.6.9 Oudtshoorn – Congo Caves Bicycle Route

The Congo Caves are a significant tourist attraction located just outside Oudtshoorn. The road between the town and the Caves is littered with Klein Karoo tourist attractions (e.g.Ostrich Farms, Congo Wildlife Ranch, Jumping Jaws). To develop cycling routes through the region to improve non-motorised access in between towns to commuter and provide recreational opportunities for residents and tourists.

4.7 EDEN NATURAL ENVIRONMENT

4.7.1 LAND

The region's land coverage constitutes some 23,321 km². Eden's landscape is diverse with the most prominent features being the rugged coastline, the coastal plateau, the Outeniqua Mountains, the Little Karroo and the Kouga, Kammanasie and Swartberg mountains. Urban expansion and farming in marginal areas to meet the demand of an increasing population are leading to a loss of land productivity. Secondary pressures, such as climate change, desertification and alien plant invasion, are further contributing factors.

Agriculture has transformed 18.58% of the natural landscape to cultivated lands, as has afforestation (exotic plantations) by 2.55%. Built-up land only covers 0.62% of the Eden area, but this is presently increasing sharply. Most of the mountainous areas and the Little Karroo, which are under extensive agriculture, game farming and conservation land uses, falls within the category "Shrubland / Fynbos".

Land degradation manifests itself in the soil and in the veld. Sheet erosion is the most common form of soil degradation, with some rill and gully erosion in the southern Cape. Salinisation affects some croplands in the north-east. The Combined Land Degradation Index (CDI) indicates that the most degraded areas within Eden are situated around Oudtshoorn and Calitzdorp because of overgrazing. The rest of Eden is only lightly affected by soil and veld degradation issues.

To monitor land degradation in Eden the following indicators were identified:

- Area of land under formal conservation protection
- Landcover change
- Number of agricultural subdivisions; and
- Combined Land Degradation Index.

4.7.2 WATER

Eden falls largely within the Gouritz Water Management Area, a grouping of primary water catchments which are diverse in nature: evaporation exceeds rainfall in the northern catchments meaning that these are water stressed areas. In contrast, rainfall generally matches evaporation in the southern catchments meaning that these are generally moister environments. In the Gouritz River catchment the development of surface water resources has reached its full potential and all the water is fully utilised.

More than half of the water used in the drier inland areas is abstracted from groundwater. A sizeable portion of groundwater in the Olifants sub-area is used for irrigation. Over-exploitation of groundwater occurs in the vicinity of the Leeu-Gamka Dam, with heavy utilisation of the resource in the Olifants River catchment. Along the coastal strip there is a large potential for utilisation of groundwater reserves.

The inland water resources are under severe pressure. Between 1996 and 2001 the population of the district increased by 19.4%, while the urban population increased by 39%. In concert with population growth Eden has experienced expansion in the provision of water services. In addition, low cost housing projects emerging from the National Reconstruction and Development Programme (RDP), together with the National Water and Sanitation Programme have contributed to water demand. A further pressure on the water resource is the influx of tourism over the holiday season, introducing a spike in water demand.

Economic growth and consumer and export demand has led to an increase in agricultural production, which in turn has placed greater pressure on water resources. Greatest abstraction for irrigation is from the Olifants, the Groot and the Gouritz Rivers. However, it should be noted that more efficient irrigation practices are emerging, particularly with regard to vegetable farming and orchards. Dairy farms, particularly in the coastal catchment area, have detrimental effects on water resources in terms of irrigation of pastures and resultant eutrophication of adjacent water bodies.

4.7.3 COAST AND ESTUARIES

Some 22 estuaries are found along the Eden coast. There are also four fresh-water lakes which constitute the Wilderness Lakes system. Estuaries not only provide a sheltered environment for breeding and juvenile marine fish species, but also provide a rich supply of food for summer migratory birds. Many bird species classified as of conservation concern are reliant on the estuaries for the provision of feeding and breeding areas.

Important economic activities of the Eden coast include forestry and agriculture. The Agulhas Bank is of high economic importance in respect of fisheries operating out of Mossel Bay. Although not significant on a global scale, gas and oil fields on the Agulhas Bank are being exploited commercially. A petroleum industry is based in Mossel Bay, which has the only industrial port in Eden. Although tourism contributes greatly to economic activity in the region, these activities are seasonal, with many visitors coming to the region only during the peak summer holiday season. This creates a large seasonal fluctuation in population. There are also many absentee home-owners in the region.

There are only two marine protected areas (MPAs) present, jointly occupying just 29 km of the coastline: the Goukamma MPA and the Robberg MPA. A new MPA to protect the marine environment at Stilbaai and the fish nursery function of the Goukou estuary is being implemented at present.

Land under formal conservation protection is well represented in the coastal belt of Eden with a total of 16.5% (1,012 km²) distributed over 41 reserves. This listing excludes private reserves. Since South Africa joined the campaign in 2001, two beaches in Eden have been awarded Blue Flag status, Lappiesbaai Beach, Stilbaai (2005-2006) and Lookout Beach, Plettenberg Bay (2001-2002).

4.7.4 BIODIVERSITY

Owing to its broad range of climatic conditions, geology, soils and landscapes, Eden has a very substantial share of global biodiversity within its borders. Our biological heritage is important to us in many ways – providing us with ecosystem services like clean water, contributing directly to the economy through industries like fishing and tourism, supporting livelihoods by providing food, medicines and building materials and generally improving our health and well-being.

Through habitat destruction and ill-conceived developments biodiversity is under threat world-wide. To counteract this we should protect representatives of as many types of community and ecosystem as possible. By conserving suitable habitat we are also improving the survival chances of the species and populations contained therein. Living landscapes preserve the option value of biodiversity – the potential to provide benefits in the future.

4.8 LGM TEC 3 ASSESSMENT RECOMMENDATIONS 23 APRIL 2014 AND EDEN DM RESPONSE AND REMEDIAL ACTION IMPLEMENTED

LGM TEC 3 ASSESSMENT RECOMMENDATIONS	EDEN DM RESPONSE AND REMEDIAL ACTION
No disaster management budget or list of high risk developments/IDP Projects within the Municipality.	<ul style="list-style-type: none"> • The functions of a District Municipality can be found in the Municipal Structures Act.¹¹ It should be noted that disaster management is in fact a Category B Municipal function. Nowhere is Disaster Management alluded to in the functions designated to District Municipalities in Municipal Structures Act 2000. Mention is only made of Fire Protection Services which is currently being performed by our Disaster Management Department.¹² It is therefore agreed that our IDP does not include a list of high risk developments, mainly due to the fact that the Eden DM by themselves currently do not do, or envisage to do, any high risk developments. • The Provincial Disaster Centre has compiled maps which are available in electronic format. • Further it must be noted that to date the local municipalities within the Eden DM's area of jurisdiction thus far has failed to inform the Eden DM of any planned high risk developments. • In the absence of being informed of any high risk developments the EDEN MDMC reverted to addressing the risks identified as part of the District Risk assessment. • A table indicating the risks identified in 2005 as well as the prevention and mitigation methodologies put in place since 2005. The risks identified in the 2013 risk assessment will form the basis of planned activities for the next two years.¹³

¹¹ Municipal Structures Act 2000 S84

¹² Note: Due to the complexities involved in ensuring the effective and efficient integrated development planning of the entire geographic District, Eden DM is aware of the importance of cross reference to high risk development areas. **Electronic Risk Maps (p 127 -141)** have therefore been prepared by our Disaster Management Centre and have been availed through an ICT communication link to all IDP Managers within the Eden District. **A Risk Assessment Report** for the Eden District has also been forwarded to the IDP Managers on 6 May 2014 as a starting point towards the further guidance and supportive role played by Eden District Municipality in capacity building practices. **A support Register** is kept to indicate District and B Municipality support displayed through an integrated operational approach to address challenges of mutual interest.

¹³ **See Risk Table in 6.3.2. The Top Strategic and Operational Risk Register** for Eden DM indicate residual risk exposure. Risk Assessments were conducted with each Department and the risks identified are annually compiled. Note: Risks as perceived and not calculated. A list of KPI's for the

Eden District SDF is outdated	<ul style="list-style-type: none"> The Review of the Eden DM SDF is being undertaken by DRDALR.
	<ul style="list-style-type: none"> Eden District Municipality is in the process of entering into a partnership with NMMU with regards to a Green Economy which shall be incorporated into the District IDP and Eden District Spatial Development Framework.
IDP erroneously states that the District SDF is being reviewed by the Department of Economic Development and Transport.	<ul style="list-style-type: none"> This has been corrected in 4.1 above.

Risk Management and Risk Committee Function has been compiled and submitted to Performance Management for inclusion in the 2014/2015 SDBIP.

CHAPTER 5 SECTOR ALIGNMENT AND INVESTMENT



5. SECTOR ALIGNMENT

5.1 Department of the Premier

Vision

“To be the best run regional government in the world.”

Programmes

- Efficient and effective administrative support of the Executive
- Coherent provincial strategic management for the Western Cape
- Provide a workforce that contributes to optimal service delivery
- To enable optimal service delivery by providing strategic direction and innovative information and communication technologies (ICT) in the Western Cape Government
- Provincial Corporate Assurance that ensures good, clean corporate governance

5.2 Department of Local Government

Vision

“Developmental and well-governed municipalities with integrated, sustainable and empowered communities.”

Programmes

- Integrated Development Planning
- The Pre-and Post-Election support to municipalities
- To strengthen public participation
- Service Delivery Integration
- Capacity Development
- Support with Municipal Infrastructure Development
- Disaster Management and Fire Brigade Services
- Municipal Performance Monitoring

5.3 Department of Environmental Affairs and Development Planning

Vision

“An environment conducive to sustainable life”

Programmes

- Climate Change
- Water Management
- Compliance and enforcement
- Pollution and Waste Management
- Biodiversity Management
- Agricultural Land-Use Management
- Built Environment
- Environmental Empowerment Services

5.4 Department of Agriculture

Vision

“A united, responsive and prosperous agricultural sector in balance with nature.”

Programmes

- Farmer Support and Development
- Veterinary Services
- Technology Research and Development Services
- Agricultural Economics
- Structured Agricultural Training

5.5 Department of Community Safety

Vision

“A safer open society for all ... free of the fear of crime”

Programmes

- Civilian oversight
- Crime prevention and Community – Police Relations
- Traffic management
- Security risk management

5.6 Department of Cultural Affairs and Sport

Vision

“A socially inclusive, creative and active Western Cape.”

Programmes

- Cultural Affairs
- Library and Archive Services
- Sport and Recreation

5.7 Department of Economic Development and Tourism

Vision

“A Western Cape that has a vibrant, innovative and sustainable economy, characterised by growth, employment and increasing equity, and built on the full potential of all.”

Programmes

- Integrated Economic Development Services
- Trade and Sector Development
- Business Regulation and Governance
- Economic Planning
- Tourism, Arts and Entertainment Skills Development and innovation

5.8 Department of Health

Vision

“Quality health for all”

Programmes

- District Health Services
- Emergency Medical Services
- Provincial Hospital Services
- Central Hospital Services
- Health Sciences and Training
- Health Care Support Services
- Health Facilities Management

5.9 Department of Human Settlements

Vision

“Developing integrated and sustainable human settlements, with access to social and economic opportunities for all the Province's citizens.”

Programmes

- Housing Needs, Research and Planning
- Housing Development
- Asset Management and Property

5.10 Department of Social Development

Vision

“A self-reliant society.”

Programmes

- Social Welfare
- Development and Research

5.11 Department of Transport and Public Works

Vision

“To create an open opportunity society for all in the Western Cape so that people can live lives they value.”

Programmes

- Public Works Infrastructure
- Road Infrastructure
- Public and Freight Transport
- Traffic Management

- Community Based Programmes

5.12 Western Cape Education Department

Vision

“Creating opportunity for all through improved education outcomes.”

Programmes

- Public school education
- Independent school subsidies
- Public special school education
- Further education and training
- Adult education and training
- Early childhood development
- Auxiliary and associated services

5.13 South African Social Security Agency

Vision

“A comprehensive social security service that assists people in being self-sufficient and supporting those in need.”

Programmes

- Grants Administration
- Strategy and Business Development
- Internal Audit and Risk Management
- Corporate Services

5.14 Provincial Treasury

Vision

“Effective governance that delivers a better life for our people.”

Programmes

- Sustainable Resource Management
- Asset Management
- Financial Governance

5.15 Thusong Service Programme

As part of its objective to bring services closer to the people, the Department of Local Government is also implementing a Thusong Services Programme. The aim of this programme is to make the maximum impact on the citizens of the Province through the implementation of the following projects:

- Thusong Service Centres
- Thusong Mobiles Project
- Thusong Extension Project

- Thusong Zones Project

Mossel Bay Municipality was identified as one of the best performing municipalities with regards to this programme. One key programme for the 2014/2015 financial year is the construction of a Thusong Centre in the Kannaland Municipal area. Apart from the aforementioned two Thusongs were also planned for the month of June 2014 in the Kannaland area.

5.15 MIG ALLOCATIONS FOR THE PERIOD 2011 – 2016

Municipality	2011/12	2012/13	2013/14	2014/15	2015/16
Kannaland	R9 494 000	R11 517 000	R10 934 000	R9 930 000	R10 264 000
Hessequa	R10 551 000	R12 799 000	R12 622 000	R13 003 000	R13 631 000
Mossel Bay	R14 143 000	R17 156 000	R19 940 000	R22 545 000	R24 068 000
George	R36 309 000	R44 044 000	R41 815 000	R37 968 000	R40 046 000
Oudtshoorn	R14 431 000	R17 505 000	R18 824 000	R20 450 000	R21 717 000
Bitou	R12 081 000	R14 655 000	R16 845 000	R18 926 000	R20 147 000
Knysna	R19 933 000	R24 180 000	R23 245 000	R23 662 000	R24 996 000
Eden DM	-	-	-	-	-

Spending per B – Municipality is as follows:

MIG Project No	Project Description	Service	Project Type	Total Project Value
0132/BW/0506	Albertinia	New Bulk Water Supply	Water	R 4 845 000.00
0130/BW/0506	Ladismith	Upgrade Water Treatment Plant	Water	R 2 358 660.00
194673	Uniondale (Budget Maintenance; project 193016)	Rehabilitate Water Network Ph2	Water	R 850 000.00
0131/BW/0506	Calitzdorp	Upgrade Water Treatment Plant	Water	R 567 720.00
0201/PS/0506	Uniondale	Upgrade Existing Sewerage Works	Sanitation	R 2 508 000.00
124349	Heidelberg	Upgrade Sewerage Treatment Works	Sanitation	R 1 011 841.00
0096/BS/0506	Heidelberg	Rehabilitate Sewage Treatment Plant	Sanitation	R 2 510 000.00
124156	Albertinia	New Sewer Reticulation	Sanitation	R 912 000.00
172553	Haarlem	New Gravel Streets	Roads	R 6 101 933.45
182032	Oudtshoorn, Calitzdorp	Rehabilitate Regional Landfill Site	Solid Waste Disposal Sites	R 11 747 700.00
4009	Riversdale	New Street Lights	Electricity	R 383 000.00

THE EDEN DISTRICT MUNICIPALITY AND ITS B – MUNICIPALITIES WISHED TO INCLUDE THE FINAL INVESTMENT AS PER PROVINCIAL AND NATIONAL SECTOR DEPARTMENT. UNFORTUNATELY THE DEPARTMENT OF LOCAL GOVERNMENT WAS STILL FINALISING THE FIGURES AND TYPES OF SUPPORT TO THE REGION AT THE TIME OF THE TABLING OF THIS DRAFT.

5.16 ALIGNMENT OF THE EDEN DISTRICT MUNICIPALITY'S STRATEGIC OBJECTIVES WITH NATIONAL AND PROVINCIAL STRATEGIES

Millennium Development Goals	National Development Plan 2030	National Outcomes(s)	Provincial Strategic Objective(s)	Eden Strategic Goal(s)
MDG 1: Eradicate extreme poverty and hunger MDG 4: Reduce child mortality MDG 5: Improve maternal health MDG 6: combat HIV/AIDS, malaria and other diseases	Chapter 10: Health Care for all Chapter 11: Social Protection	Outcome 2: Improve health and life expectancy Outcome 7: Vibrant, equitable and sustainable rural communities and food security	PSO 2: Increasing wellness PSO 3: Increasing safety PSO 6: Reducing poverty PSO 11: Increasing social cohesion	G1: Healthy and Socially stable communities
MDG 3: Promote gender equality and empower women	Chapter 9: Improving Education, training and innovation Chapter 15: Nation building and Social Cohesion	Outcome 1: Improve the quality of basic education Outcome 5: A skilled a capable workforce to support inclusive growth	PSO 1: Improving education outcomes	G2: Build a capacitated workforce and communities
		Outcome 6: An efficient, competitive and responsive economic infrastructure network.	PSO 10: Integrated Service Delivery for maximum impact	G3: Conduct regional bulk infrastructure planning and implement projects, roads maintenance and public transport: manage and develop council fixed assets
MDG 7: Ensure environmental sustainability	Chapter 5: Environmental Sustainability and resilience	Outcome 3: All people in South Africa protected and feel safe Outcome 10: Protection and enhancement of environmental assets and natural resources Outcome 11: A better South Africa, a better and safer Africa and world	PSO 9: Mainstreaming sustainability and optimizing resource-use efficiency	G4: Promote sustainable environmental management and public safety
		Outcome 9: A responsive and accountable, effective and efficient local government system	PSO 10: Integrating service delivery for maximum impact	G5: Ensure financial viability of the Eden District Municipality
MDG 8: Develop a global partnership for development	Chapter 14: Fighting corruption	Outcome 9: A responsive and accountable, effective and efficient local government system	PSO 8: Increasing social cohesion	G6: Promote Good Governance

	Chapter 3: Economy and Development	Outcome 12: A development-orientated public	PSO 11: Building the best run government in the world	
		Outcome 4: Decent employment through inclusive economic growth Outcome 6: An efficient, competitive and responsive economic infrastructure network	PSO 4: Increasing opportunities for growth and jobs PSO 5: Creating opportunities for growth and development in rural areas	G7: Grow the district economy

Another important strategy which must be aligned to the strategic objectives of the Eden District Municipality is the ONE CAPE 2040. The objectives of this programme include:

- To promote fresh thinking and critical engagement on the future;
- To provide a common agenda for private, public and civil society collaboration;
- To help align government action and investment decisions;
- To facilitate the necessary changes we need to make to adapt to our (rapidly) changing local and global context;
- To address our development, sustainability, inclusion and competitiveness imperatives

Chapter 6
EDEN INSTITUTIONAL ARRANGEMENTS



6. EDEN INSTITUTIONAL ARRANGEMENTS

6.1 EDEN POWERS AND FUNCTIONS

Apart from those of the region's B – Municipalities, the Eden District Municipality was also legislatively mandated to abide to certain **powers and functions**. Section 84 (1) provides for the powers and functions of district municipalities, some of which the Eden District Municipal Council is performing the following:

- Integrated Development Planning in the district
- Bulk infrastructure planning
- Solid waste disposal sites
- Provincial roads (agency basis)
- Regulation of passenger transport services
- Municipal health services
- Fire fighting services in the district/Disaster Management
- Promotion of local tourism

6.2 EDEN GOVERNANCE STRUCTURE

6.2.1 POLITICAL STRUCTURE

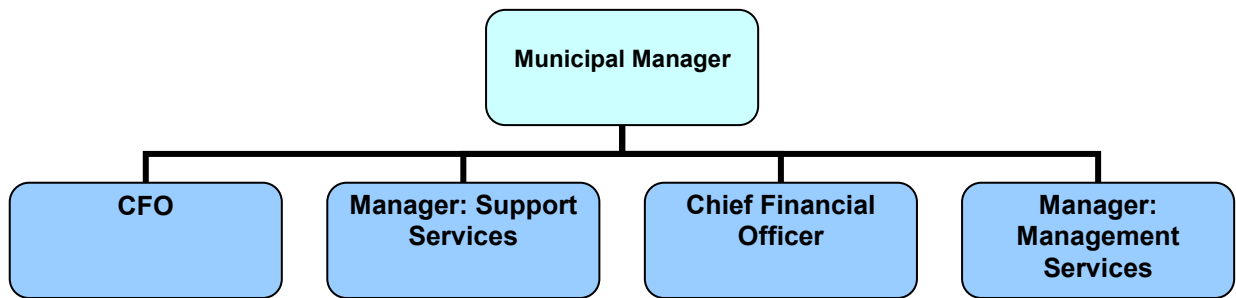
The current Eden District Municipal Council consists of **thirty five (35) councilors**. Fifteen (15) councillors are directly elected by party list proportional representation, and twenty (20) are appointed by the councils of the constituent local municipalities. This latter body is currently structured as follows:

Municipality	Number of representatives
George Municipality	6
Mossel Bay Municipality	4
Oudtshoorn Municipality	3
Hessequa	2
Bitou	2
Knysna	2
Kannaland	1

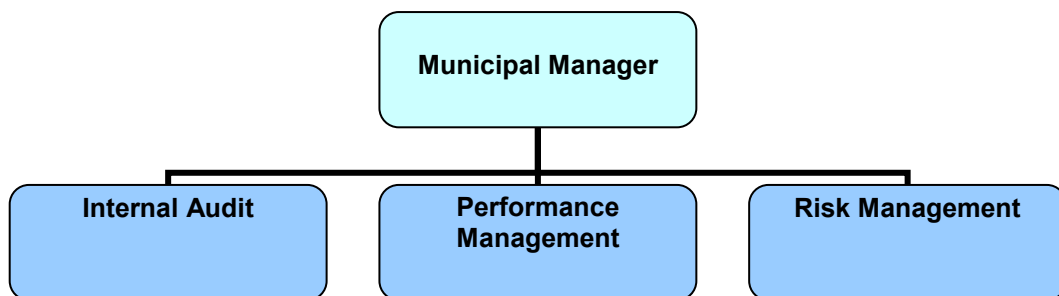
6.2.2 ORGANISATIONAL STRUCTURE

One of the key issues involved in ensuring the growth of any business or organisation is the appointment of highly dedicated and committed leaders.

The following provides an illustration of the municipality's top structure:



6.3.1 OFFICE OF THE MUNICIPAL MANAGER



Key Challenges

Internal Audit

- Limited staff capacity - Need still exist for warm bodies
- No automated system to perform the IA function
- Ignorance towards Auditor General recommendations
- No support from the Audit Committee
- The independence of the Audit Committee
- Certification of staff by Professional Body

Performance Management

- The importance of PMS is being ignored
- Limited staff capacity

Risk management

- Officials still do not understand the Risk Management Process
- Lack of an automated system
- The importance of the function is still not being considered as critical
- Risk is still not aligned to all the municipal KPIs

Achievements

- The adoption of the Municipality's Vision 2016 Strategy
- Unqualified Audit
- Improved municipal financial performance
- Restructuring of the municipal micro organisational structure

- Risk Officer and Risk Committee was appointed¹⁴

¹⁴ Also see Strategic and Operational Risk Register in 6.3.2.



6.3.2 Risk Register Strategic Risks

Risk	Cause of risk (root cause)	Current Controls	Perceived Control Effectiveness	Residual Risk exposure	Risk Owner
lack of / minimal income generated from resorts	Fixed and continuous costs of maintaining resorts without any substantial financial benefit being received	Resorts task team	None	90	Support Services - Executive Manager: Support Services
lack of funds to implement mandated services	Not enough income generating services provided by EDM	Adopting a turnaround strategy Effective implementation of the turnaround strategy	Weak	90	Office of the Municipal Manager - Municipal Manager
Mandated services not performed	no tourism marketing and development facilitation and coordination for the Eden region No tourism marketing and development strategy for the Eden Region	Quarterly RTO meetings_Bi monthly LTO meetings Continuous communication with stakeholders meetings with Western Cape department of Economic Development and tourism	Average	75	Support Services - Executive Manager: Support Services
Ineffective intergovernmental relationships	Lack of integration of district wide project planning and alignment	District IDP managers forum_	Weak	90	Support Services - IDP & Communication Services
negative publicity through alleged fraudulent and corrupt activity within the organisation	employees posting information on social media confidential information being	IT Policy and firewall policy_	Average	75	Support Services - ICT Services

	accessed and leaked to outside parties				
Misrepresentation of financial statements, leading to qualified audit opinions	<ul style="list-style-type: none"> - Non alignment of Abakus and Collaborator - Factious spending - Possibility of over or under spending 	Provide feedback to Finance and ICT as per discrepancy for corrections_	Average	75	Roads Services - Senior Manager: Roads
Lawsuits against EDM (inspection and monitoring of Government institutions)	<ul style="list-style-type: none"> - non compliance to statutory requirements, due to decision taken by EDM's council - do not have the required staff capacity to perform inspections sufficiently 	none	Weak	90	Management Services - Municipal Health & Environmental Management
Closing / downscaling of section	Social development not seen as a function of the organisation	no effective controls	Weak	90	Management Services - Social Development
Occurrence of irregular, fruitless and wasteful expenditure	<ul style="list-style-type: none"> - No approved demand management plan in place - Absence of procurement plan 	no effective controls	Weak	72	Financial Services - Deputy Manager: Data, SCM, Stores, Assets
Budget is not credible and cash funded	<ul style="list-style-type: none"> - lack of multiyear planning by departments - unrealistic projections for departmental budgets -- limited own revenue resources - growth in income lower than growth in expenditure - 85% reliant on grant funding 	Funding mobilization Shared services initiations	Weak	90	Financial Services - Deputy Manager: Data, SCM, Stores, Assets

Risk Register

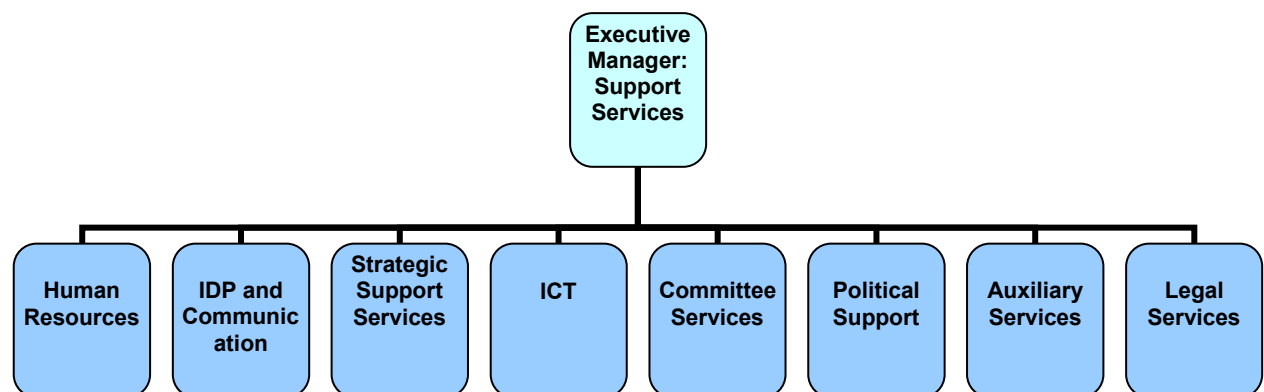
Operational Risks

Risk Detail	Cause of risk (root cause)	Current Controls	Perceived Control Effectiveness	Residual Risk exposure	Risk Owner
Serious injuries / death	- Unsafe work environment - inaccessible network coverage	Personal protective equipment Health and safety committee communication	Weak	90	Management Services - Municipal Health & Environmental Management
Delayed and restricted service delivery	- Lack of intergovernmental cooperation - Political and community interference - Delay in SCM Process	implementation of legislation	Weak	90	Management Services - Municipal Health & Environmental Management
Environmental health risk	lack of regional waste facility	Use of temporary landfill site (PetroSA)	Weak	90	Management Services - Municipal Health & Environmental Management
Public distrust in credibility of employees	- fraudulent administrative activities - non compliance to basic conditions of service	supervision _Municipal code of conduct and conditions of services	Average	75	Management Services - Municipal Health & Environmental Management
Contracts not completed	delay in authorization of agreements Absence of a Permanent Legal Advisor	none	Weak	90	Support Services - Legal Services
IGR and IDP functions not effectively implemented	Lack of staff capacity	IDP Manager appointed	Weak	90	Support Services - IDP & Communication Services
Lack of substantial income generated from leases	absence of lease agreement	Property task team_	Weak	90	Management Services - Properties

Do not have the resources (borrow pits) to effectively implement projects	Delay in the process of approving and implementation of borrow pits due to legislative requirements (mineral and petroleum act, NEMA regulations, Heritage foundation, LUPO)	ongoing negotiations with OGWC and consultants__	Weak	90	Roads Services - Senior Manager: Roads
Illnesses and possible loss of life (inspection and monitoring of Government Institutions)	- Non compliance to statutory requirements, due to decision taken by EDM council. - Don not have the staff capacity to sufficiently monitor and inspect government premises	no controls	Weak	90	Management Services - Municipal Health & Environmental Management
Programs not being roles out effectively and efficiently	Lack of knowledge and coordination of the implementation of EPWP projects and budget	no effective controls	Weak	72	Management Services - Social Development
Implementing actions with detrimental effects on social development programs	Lack of knowledge of roles and responsibilities of department by political structures	no effective controls	Weak	90	Management Services - Social Development
Lack of effective implementation of social development projects	- Shortage of staff - shortage of funds	no effective controls	Weak	90	Management Services - Social Development
Lack of economic growth	- Lack of skills development and training	Each approved EPWP project includes accredited and/or non accredited training	Average	75	Management Services - EPWP
Non compliance to the constitution	- Lack of implementation of internal coordination - lack of institutionalization - shortage of budget, capacity and tools	Ensuring that departments comply with EPWP policy	Average	75	Management Services - EPWP

	- non compliance by departments with the content of the EPWP policy				
Incompleteness of assets	Assets unaccounted for in the asset register Lack of inter departmental cooperation in submitting information	no effective controls (H Hill - investment property succession planning__	Weak	72.9	Financial Services - Deputy Manager: Data, SCM, Stores, Assets
Overstatement of the fixed asset register	Ownership of assets	no effective controls_	Weak	90	Financial Services - Deputy Manager: Data, SCM, Stores, Assets
Lack of / no service delivery with regards to key areas within the finance department	Lack of personnel capacity no succession planning	no effective controls_	Weak	90	Financial Services - Chief Financial Officer
Lawsuits against EDM	- Incorrect sampling procedures. (EHP) - Incorrect logistical procurement	EHP sampling guidelines Implementation as per legislation Up to standard sampling equipment Training prog	Average	75	Management Services - Municipal Health & Environmental Management

6.3.3 DEPARTMENT: SUPPORT SERVICES



Key Challenges

1. IDP and Communications

- No dedicated/established IGR structure
- Role of district not pertinent due to limited human capacity
- Outdated ICT technologies/programmes
- Limited financial resources

2. ICT

- Ignorance from staff could lead to increased risks
- Limited internal Budget
- MFMA not being aligned to effective ICT procurement
- The future of district municipalities is still a concern
- The municipality's commitment towards shared services

3. Legal Services

- Legal forum is non – operational
- No permanently filled Contract Manager position
- Staff still needs more training on how to electronically communicate contracts (with specifically focusing on the use of Collaborator)
- The municipal delegation register is not providing direction
- Incomplete supportive documentation

4. Tourism

- Limited financial and staff capacity
- Cooperation from regional tourism bodies

5. LED

- The relevancy of LED in the region. Provincial departments still oversee the role of district municipalities
- LED is still regarded as a Non – Core function
- Limited staff capacity

6. Resorts

- Financial losses
- Occupancy out of season

7. Shared Services

- Limited funding

Key Achievements

- Currently implementing the municipality's Anti – Fraud Strategy
- Training 30 previously disadvantaged individuals in the hospitality industry
- Being awarded the best golfing destination in the world
- Assisting the region's B – Municipalities with GIS systems in collaboration with the Western Cape Provincial Government
- Record improvement on the resort income and summer visits
- Appointed young unemployed youth in learnership positions to gain practical work experience
- Purchased new laptops for Councillors
- The hosting of a Regional Entrepreneurs Week, where entrepreneurs in the region benefited and received assistance and guidance to their businesses based on what these institutions specialize in i.e. business advice, BEE registration, business entity registration, CIDB registration, tax clearance
- The production of a new Regional Tourism Guide
- Assistance to B – municipalities with web design
- The provision of skills development training to approximately 136 SMME's
- Since January 2012, a 104 employees attended the various training sessions with NMMU
- Upgrading Collaborator intranet system
- Purchased of a high density steel cabinet
- New Telephone systems
- Best Coastal Drive Award
- Tourism Department has successfully produced the new Regional Tourism Guide

6.3.4 LGM TEC 3 ASSESSMENT RECOMMENDATIONS 23 APRIL 2014 AND EDEN DM RESPONSE AND REMEDIAL ACTION IMPLEMENTED

LGM TEC 3 ASSESSMENT RECOMMENDATIONS	EDEN DM RESPONSE AND REMEDIAL ACTION
Local Economic Development Projects identified do not reflect economic development alignment	<ul style="list-style-type: none">• The Eden District Municipality convenes bi-monthly LED Forum Meetings so as to ensure that these processes are coordinated effectively.

across functions.	<ul style="list-style-type: none"> The Municipal LED and Tourism Marketing and Development Strategies are currently in review phase. B – Municipal/EDP/MERO/SCBP/LED stakeholders' input is critical to this process. Key to the LED function and connectivity of east and west is also the District SDF. The review of this document must in fact inform all municipal planning.
Good governance and public participation is not reflected in the IDP.	<ul style="list-style-type: none"> The District Public Participation and Communication Forum is currently in the re – establishment phase. The first meeting was hosted on the 13 of March 2014 to establish a way forward.¹⁵ A meeting between the District and the Provincial Government is arranged for 13 May 2014. The forthcoming PP and C Forum is scheduled for 29 April 2014. The operation and functionality of Ward Committees in the B-Municipalities will remain a discussion point at this Forum and feedback requirement at the Provincial Public Participation and Communications Forum meeting.¹⁶
	<ul style="list-style-type: none"> The District IDP Managers Forum meets thrice annually. The forum is functional and operational. The last meeting was hosted on 1 November 2013. The District IDP process also remains a standing item on the agenda of both the MMF and DCF.
Operation clean audit	<ul style="list-style-type: none"> The launch of the anti-corruption hotline¹⁷
Municipal Communications	<ul style="list-style-type: none"> No budget for communications. Our staff components budget was included in the 2014/15 Draft budget and it is aligned to the

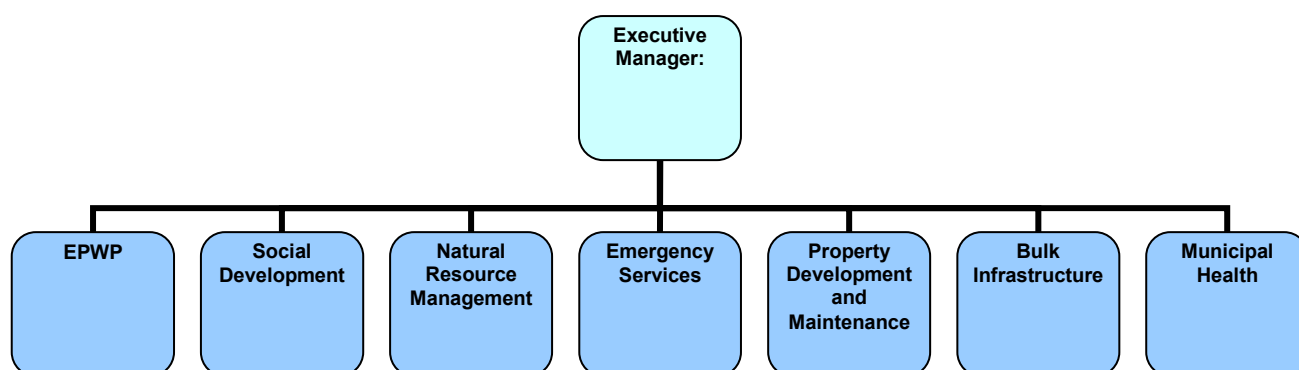
¹⁵ The Eden District Public Participation and Communication Forum was re-established and revived and is fully operational. The Provincial Government DLG conducted an interview with the Municipal Manager on 13 May 2014 to render further support; sharing of best practices and funding mobilisation (MSIG Applications) capacity enhancing programme involvement and continued intervention and guidance to the District. A Provincial PPAC Forum meeting will be attended by the IDP/Communication Manager in Cape Winelands District on 16 May 2014.

¹⁶ The Provincial PP and C Forum held on 16 May 2014 in the Cape Winelands District Municipality has plotted an action plan regarding the mobilisation and support of public participation within the ward committee system of Category B municipalities. District Municipalities are tasked to monitor the activities of public participation within the District and to ensure the provision of an adequate Communication plan and budget.

¹⁷ 80% of Eden District Municipal staff were work shopped on the anti-fraud corruption hotline; key rings were distributed to all participants; a sticker was designed for placement on roads vehicles; the hotline no appears on the website.

	2014/15 IDP.
Social Development IDP does not present any evidence on the existence or support of youth structures or information with regards to safe spaces for children.	<ul style="list-style-type: none"> • Clear guidance is needed with regards to safe spaces for children. • Project proposals were sent to the IDP and Budget section for inclusion in the IDP.
Mentioned is made of an amount of R90 000, 00 for ECD projects.	<ul style="list-style-type: none"> • Project proposals were sent to the IDP and Budget section for inclusion in the IDP.
No evidence presented in the draft with regards to the municipal intergovernmental structure in line with section 5 of the White Paper on Families in SA.	<ul style="list-style-type: none"> • The establishment of the District IGR structure for social development is in process and noted as priority for the 2014/2015 financial year
The IDP indicates that management services are challenged with limited staff and funding.	<ul style="list-style-type: none"> • Due to a moratorium, the municipality is not in the position to fill certain specific municipal vacancies, but instead focus on the filling of critical municipal vacancies.
Links between Healthy and Socially stable communities (Diagram 1) and HIV/Aids and TB Plan are unclear.	<ul style="list-style-type: none"> • Eden HAST plan forms part of the municipal strategic objective of Healthy and Socially stable communities.

6.3.5 DEPARTMENT: MANAGEMENT SERVICES



Key Challenges

1. Regional Waste Management

- Buy – in from some municipalities
- Purchasing the regional landfill site

2. Disaster Management

- Lack of fire fighting equipment
- Lack of fully trained officials
- Minimal regional fire stations
- Disaster Management capacity at a local level
- Rolling out of risk assessments
- The establishment of local Joint Operations Centres

3. Social Development

- Limited funding
- Limited staff capacity
- Social development being perceived as a non-core function
- Insufficient/specific research to guide programmes

4. Municipal Health

- Limited finance
- Capacity constraints

5. Air Quality Management

- Limited Staff
- Limited financial capacity

6. EPWP

- The Institutionalization of the EPWP remains a huge challenge internally as well as District-Wide concerning our B-Municipalities
- Accurate data / information on the National MIS or IRS

7. Bulk Infrastructure

- Limited funding

8. Property Management

- Implementing Council's Maintenance Plan
- Ownership of Council properties
- The decision to hire or sell council's resorts

8. Environmental Management

- Staff capacity
- Limited budgets
- Support and cooperation from - Municipalities

Achievements

- The successful intake of 37 "Youth at Risk" at the Chrysalis Academy
- The roll-out of the HIV Peer Educator Programme in five areas within the jurisdiction of Eden DM
- Eden Clean Fires Campaign
- Establishment of a Regional Landfill Facilities to accommodate B – municipalities
- Developing a Waste Information System
- District Minimization Strategy in collaboration with the Local Municipalities
- MOU with Provincial Department of Social Development
- Wheelchair Repair Project
- Braille documents
- District Household Food Security strategy in review phase
- 260 Youth from the lower income families of George were recruited to further their studies at South Cape College
- The South African Youth Council (SAYC) held a career expo for all the grade 9 – 12 pupils' within the Eden district
- The process started in August 2012 to review the current 2007/2011 HAST Plan
- EPWP Annual Business Plan
- International Coastal Clean-Up 2012

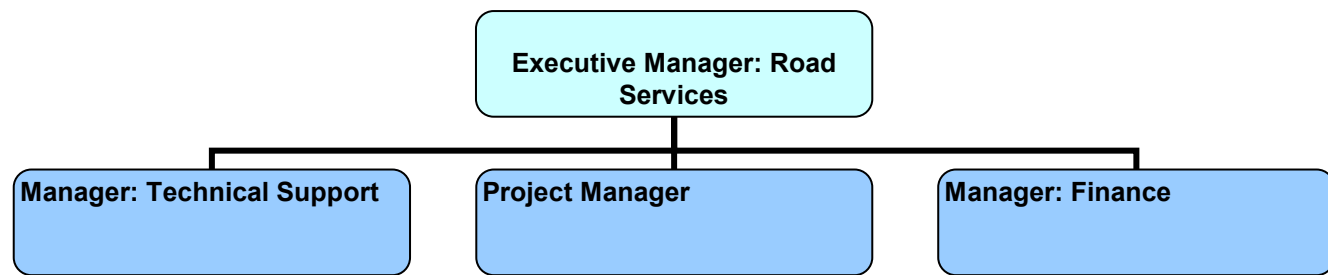
6.3.6 LGM TEC 3 ASSESSMENT RECOMMENDATIONS 23 APRIL 2014 AND EDEN DM RESPONSE AND REMEDIAL ACTION IMPLEMENTED

LGM TEC 3 ASSESSMENT RECOMMENDATIONS	EDEN DM RESPONSE AND REMEDIAL ACTION
Coastal Management No mention of a Coastal Management Plan for Eden in the Draft IDP. Page 104 mentions the implementation of a coastal plan but DEADP is unsure what this plan refers to. No information and status	<ul style="list-style-type: none">• The development of an Integrated Environmental Plan for the Eden District as requested by the Auditor General was compiled in 2006 by Ninham Shand, (today Aurecon) to address broad environmental issues within the region as prescribed by environmental legislation.

<p>is provided for Projects for the establishment and management of coastal areas” on page 58 or Estuary Management Plans on the same page.</p>	<ul style="list-style-type: none"> • The Section Environmental Integrity assisted in terms of the Integrated Coastal Management Act [ICMA Act 24 of 2008] Chapter 4 and also in terms of the National Estuarine Management Protocol Cape Estuaries Programme. (1)Groot brak Estuary, (2) Klein Brak Estuary (3) Keurbooms Estuary (4) Gouritz estuary (5) Breede Estuary (6) Goukou Estuary forms part of above-mentioned programme. • The Section also established Estuary Management Forums for each of the above-mentioned estuaries with stake holders from civil society and Government Departments interacting to address environmental/estuarine/coastal management issues of concern. • The Section Environmental Management is currently assisting with the roll out including comments from public, approval of council and implementation of a Coastal Management Plan with by-law which needs to be completed within four years of the Act being enacted as stipulated in terms of the Integrated Coastal Management Act. A Municipal Coastal Committee with Terms of Reference and Code of Conduct was established to oversee and implement the Coastal Management Plan. • The Section also deals with NEMA Sec 30 incidents in assisting, reporting and monitoring compliance issues to the relevant provincial or national departments – including NEMA Sec 28 General Duty of Care towards the natural environment. • The Section reports all illegal structures and non-compliance activities to the relevant National and Provincial Authorities and takes into consideration all General Duty of Care responsibilities as stipulated in Sect 28 of NEMA. • The Section Environmental management compiled a Red Tide Contingency and Action plan with other Government Departments (DAFF, Cape Nature etc) for the rescue and safeguard of Marine organisms which breach due to red tide incidents and the removal and clean-up operations which form part of this operational plan. • The Environmental Management Section are
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	furthermore an assistant support structure for the Provincial EPWP Environmental Sector Projects within the EDM and this Section are responsible for Championing these green environmental governance and job creation / poverty alleviation programmes within the Eden District / Region.
Municipal Infrastructure Planning Under the heading Asset Management Policy has been left blank.	<ul style="list-style-type: none"> • Eden District Municipality recognises that we do not have an Asset Management Policy. • Aurecon is in the process of compiling an Asset Maintenance Master Plan which shall be used as a basis in developing an Eden Asset Management Policy.

6.3.7 DEPARTMENT: ROAD SERVICES



Key Challenges

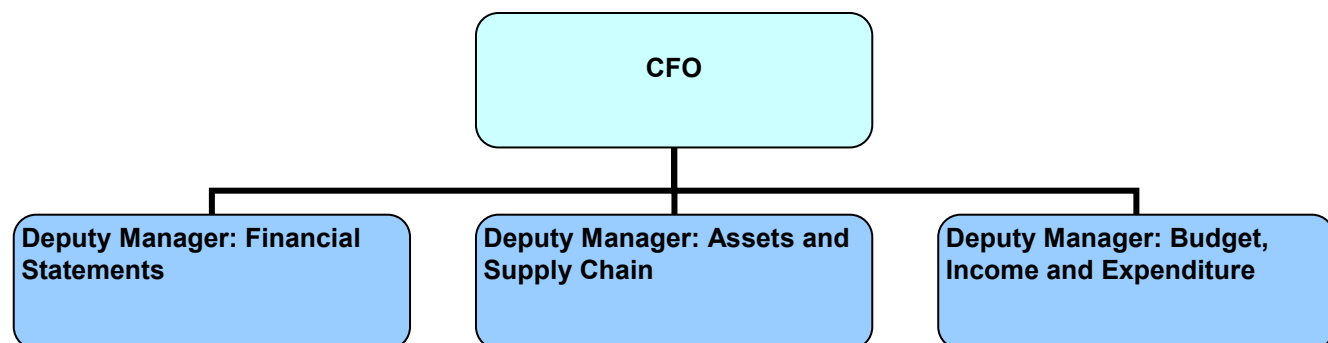
1. Municipal Roads

- Lack of adequate funding to maintain roads

Achievements

- 100 % spending of Road Maintenance budget
- Revision of DITP

6.3.8 DEPARTMENT: FINANCIAL SERVICES



Key Challenges

1. Supply Chain Management

- Organisational maturity
- Demand Management Plan is not linked to the IDP and Budget
- High levels of variations
- A paradigm shift is needed in terms of how the municipality does its planning

2. Asset Management

- Internal controls outdated
- System does not provide accurate financial figures
- Still dependant on consultants to perform the asset verification process

3. Financial Management

- Limited government grants
- Focus not yet on the roles and responsibilities of Eden as a district municipality
- Organogram not aligned with the Constitutional functions of Eden as a district municipality
- Distinction between Core and non core
- Funded vs unfunded mandated
- Lack of multi year budgeting by departments
- Challenges to meet deadlines with regards to payments
- Support with the submission of information needed for the compilation of Annual Financial Statements

6.3.9 LGM TEC 3 ASSESSMENT RECOMMENDATIONS 23 APRIL 2014 AND EDEN DM RESPONSE AND REMEDIAL ACTION IMPLEMENTED

LGM TEC 3 ASSESSMENT RECOMMENDATIONS	EDEN DM RESPONSE AND REMEDIAL ACTION
Bulk infrastructure capacity insufficient and may inhibit growth potential.	<ul style="list-style-type: none">• Eden District Municipality is in the process of entering into a partnership with NMMU with regards to a Green Economy which shall be incorporated into the District IDP and District Spatial Development Framework.• The Eden District Engineering Forum has met on 15 May 2014¹⁸ and is in the process of reviving the forum.
Waste Management and Waste Removal Limited access to solid waste landfill sites will negatively affect quality of life and economic development in the District.	<u>Regional Landfill Facility progress:</u> <ul style="list-style-type: none">• Waste License received.• Bitou, Knysna, George and Mossel Bay Municipal Councils agreed to 10 year contract with Eden DM (PPP)• PetroSA height restriction extended, letter to PetroSA to extend municipal contracts to 30 December 2015. Await approval.• Procurement of PPP in progress, RFQ will go out in May 2014. RFQ will include implementation of Alternative Technology• In process of appointing land surveyors to do the consolidation and subdivision of properties as per approval from the Mossel Bay Municipality.

¹⁸ The Eden District Engineering Forum meeting was held on 15 May 2014. The following matters were discussed and formalised in order to ensure regular meeting; progress made in terms of the bulk infrastructural strategic objective; the establishment of the terms of reference; and support between municipalities displayed. A Draft Terms of reference was discussed and will be circulated for comments and finalisation at the forthcoming meeting organised during June 2014.

	<p><u>IWMP progress:</u></p> <ul style="list-style-type: none"> • Second generation IWMP out for Public Comment. Comment period extend up to 08 May 2014. Plan will then be workshopped with Council and thereafter submitted for approval in June 2014 <p><u>Waste Information System:</u></p> <ul style="list-style-type: none"> • Eden District Municipality has developed their own waste information system where all healthcare waste generators, hazardous waste generators and recyclers must register and report to. Eden DM in collaboration with DEADP is in the process to develop an electronic system to report from the Eden Information System to IPWIS. <p><u>Reporting on IWMP progress:</u></p> <p>Reporting must take place once a year, at the end of the year to DEADP. As soon as the second generation plan is approved by council progress reporting will be send to DEADP at the agreed time as per the Provincial Waste Officers Forum meetings.</p>
<p>Air Quality Management The Reviewed IDP erroneously refers to an old 2007 AQMP for the District. Air quality challenges and threats not mentioned and no mention is made of indicators and targets relating to meeting air quality objectives,</p>	<ul style="list-style-type: none"> • The 2007 AQMP has been reviewed. The Final adopted 2014 AQMP will be incorporated into the IDP and the erroneous reference to the 2007 AQMP shall be corrected. • The objectives of the 2014 AQMP include inter alia: <ol style="list-style-type: none"> 1. Set Air Quality Goals 2. Set Up Air Quality Management System 3. Carry Out Risk Assessments 4. Assess and Select Control Measures 5. Implement of Intervention and Monitoring Effectiveness 6. Revise Air Quality Goals 7. Integrate the AQMP into the IDP 8. Compliance Monitoring, Enforcement and Control 9. Review the Air Quality Management Plan
Municipal roads and storm water	<ul style="list-style-type: none"> • Operation and Maintenance Plans are determined by the Department of Transport through their annual performance plan as

	<p>agreed to with the District Municipality.</p> <p>Provincial targets are determined.</p>
<p>Energy and Electricity</p> <p>Concern that percentage households with access to electricity has decreased since 2001 Census</p>	<ul style="list-style-type: none"> • The provisioning of electricity is a B-Municipality function. ¹⁹ • The electricity supply is being discussed at the Eden District Engineering Forum where alternative sources of energy are being investigated.(Wind Turbines, Solar and Hydro electric energy)
<p>Roads and Transport</p>	<ul style="list-style-type: none"> • IPTS in Mossel Bay is being linked to that of George Municipality. • The Eden District Municipality mainly plays a coordinating role.

¹⁹ The possibility of including the Electrical Engineer as part of the Eden District Technical/Engineering Forum.

Chapter 7

EDEN SECTOR PLANS AND POLICIES



7. EDEN SECTOR PLANS AND POLICIES

The following diagram provides, in short, an overview of the Eden District Municipality's Sector Plans and their direct linkages with the municipality's 2012 – 2017 strategic objectives.



I. HIV/AIDS/STI and TB Plan



I. Recruitment and Selection Policy

This aim of this policy document is to:

- Establish fair and objective principles for the staffing of Eden District Municipality
- Provide guidelines for the recruitment, selection and appointment of staff of Eden District Municipality
- Establish principles and procedures to ensure that the aims and objectives of the Employment Equity Plan of Eden District Municipality are attained

The broad objective of this staffing policy is to enable Eden District Municipality to achieve the following:

- Align its human resources with the strategic and operational needs of Eden District Municipality.

- Each appointment must be rationally and objectively justifiable by reference to the strategic and operational needs of the Employer.
- The responsibility of Employer is to determine the strategic and operational needs of the Employer, and the relevant reporting and managerial structures of the organisation
- All aspects of staffing, structuring, recruitment, selection, interviewing and appointment of employees will be non-discriminatory and will afford applicants equal opportunity to compete for vacant positions, except as provided in this policy with reference to affirmative action and employment equity.
- With reference to the Constitution of South Africa Act No 108 of 1996 as amended and the provisions of Chapter II of the Employment Equity Act No 55 of 1998, under no circumstances should any person be refused employment on any arbitrary or discriminatory basis, including but not limited to race, gender, sex, pregnancy, marital status, family responsibility, ethnic or social origin, colour, sexual orientation, age, disability, religion, HIV status, conscience, beliefs and/or opinion, taking into account the provision of Chapter III of the Employment Equity Act No 55 of 1998 as well as the Code of Good Practice on the Integration of Employment Equity into Human Resource Policies and Practices (Published on 04 August 2005).
- Eden District Municipality is a designated employer in terms of the Employment Equity Act, and as such preference will be given to suitably qualified candidates who are members of designated groups as defined in section 1 of the Employment Equity Act No 55 of 1998
- Eden District Municipality recognizes the intentions of the South African Qualifications Authority Act No 58 of 1995, one of which is to provide for a national qualifications framework giving recognition to prior learning.

2. Skills Development Policy

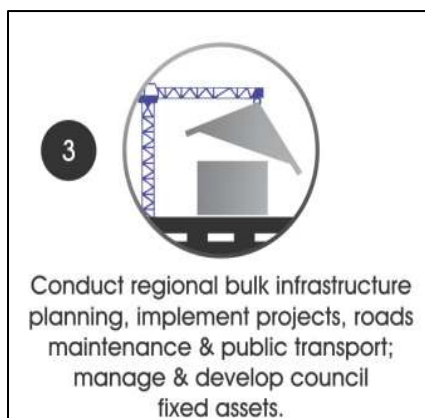
Eden has an internal workplace skills plan that is drafted annually. The regional WSP was adopted on 1 December 2011 and is currently in the finalisation phase of its review process. The outcomes on this strategy will be included after the policy workshop that was scheduled for 18 March 2014.

3. Employment Equity Policy

The Employment Equity Plan for Eden District Municipality represents the organisation's employment equity goals and objectives for the period 01 March 2013 to 01 March 2018. The goals and objectives developed in this Plan have taken cognisance of the purpose and scope of the Employment Equity Act as well as the targets set out the Broad Based Black Economic Empowerment General Charter.

Affirmative action measures have been developed to ensure the achievement of these goals and objectives but have also taken into account the constraints presented by the labour market and the significant shortage of designated employees with the qualifications, skills and work experience necessary to occupy senior occupational levels within the organisation.

4. Eden Occupational Health and Safety Policy



1. Regional Waste Management Strategy

Eden District municipality is responsible to establish regional landfill sites in the district. As a result of this, the Mossel Bay area was identified earmarked for this purpose. An Integrated Waste Management Plan (IMWP) was drafted for the Eden District in 2007 and its review is due in 2012/13 financial year.

An Eden Integrated Waste Management Forum was furthermore also established when the Local Municipalities identified it as a goal in their IWMP and Regional Waste Management Plan. The forum was established as a platform in the region for the Local Municipalities to share information and discuss challenges encountered in performing their specific duties with emphasize on a regional basis.

2. District Integrated Transport Plan

The Eden DITP was approved by Council, around February – March of 2011. Since then two chapters have been updated but not approved by all B municipalities in the area and referred to the DPLG at the last Integrated Transport Steering Group meeting on 26 March 2013. For that reason, the revision of the DITP could not serve before Council. Subsequently another 3 chapters have been revised during which also needs to be approved by all the B - municipalities before it can be taken up in the DITP.

“The vision for 2015 is a demand-responsive, sustainable, balanced and equitable rural transport system that allows the basic access needs of individuals to be met, is affordable, operates efficiently, offers choice of transportation modes, and supports a vibrant economy.”

3. Eden Bulk Infrastructure Master Plan (Sanitation)

The June 2011 Eden District Bulk Infrastructure Master Plan for Sanitation provides an inventorial assessment of the sanitation bulk services infrastructure across the district in order to identify regional deficiencies in service provision and thus to facilitate co-ordinate funding procurement.

The scope of sanitation master plan included:

1. Regional Bulk Sanitation Infrastructure needs relating specifically to Wastewater Treatment Works
2. Water Conservation and Water Demand Management opportunities (i.e. re-use).

The main objective of the Eden Municipality bulk sanitation infrastructure master plan is specified in the Terms of Reference document² as the compilation of a Regional Wastewater Master Plan, based on comprehensive assessments of all the wastewater treatment plants within the Eden municipal jurisdiction. The master plan needs to consider immediate needs (2009 to 2013) and medium term needs (2013 to 2020), based on estimated population and economic growth.

The objectives of the each local municipal master plan can thus be summarized as follows:

- Data collection and in-depth review of the municipal status with regards to locality, economic development, population and demographic trends, socio-economic characteristics and service level backlogs
- Identification and capturing of information regarding existing bulk infrastructure (bulk infrastructure relates only to the WWTWs according to the ToR document).
- Identification and capturing of information on demand analysis, waste water flows and influent organic characteristics of the region. This objective includes future waste water flow projections and influent organic characteristics.
- Assessment of the performance of the existing Waste Water Treatment Works
- Identification and review all the available information on proposed bulk infrastructure projects and needs from all relevant key stakeholders.
- Assessing whether the bulk infrastructure projects proposed by various institutions are appropriate and meet the required technical criteria.
- Identification of gaps in the bulk infrastructure of sanitation services and identification new or revised project needs.
- Project identification, cost estimation and project prioritisation.
- Financial modeling and project implementation plan per local municipality *(to be completed with a subsequent phase (appointment) of the of the Bulk Infrastructure Master Plan development for additional scope of works.)*

4. Expanded Public Works Programme

The National EPWP framework provides that local government develop an EPWP Policy is embedded within Eden District's Integrated Development Plan. Eden District Municipality's EPWP policy document promotes EPWP principles and the re-structuring of local government activities to facilitate and create greater employment opportunities per unit of expenditure. EDM's Management Service's EPWP Unit is responsible for the regional coordinating and supporting the implementation of the National Expanded Public Works Programme.

5. Eden Spatial Development Framework

The municipality's Spatial Development Framework is currently in its review phase.

6. Eden Resorts Masterplan

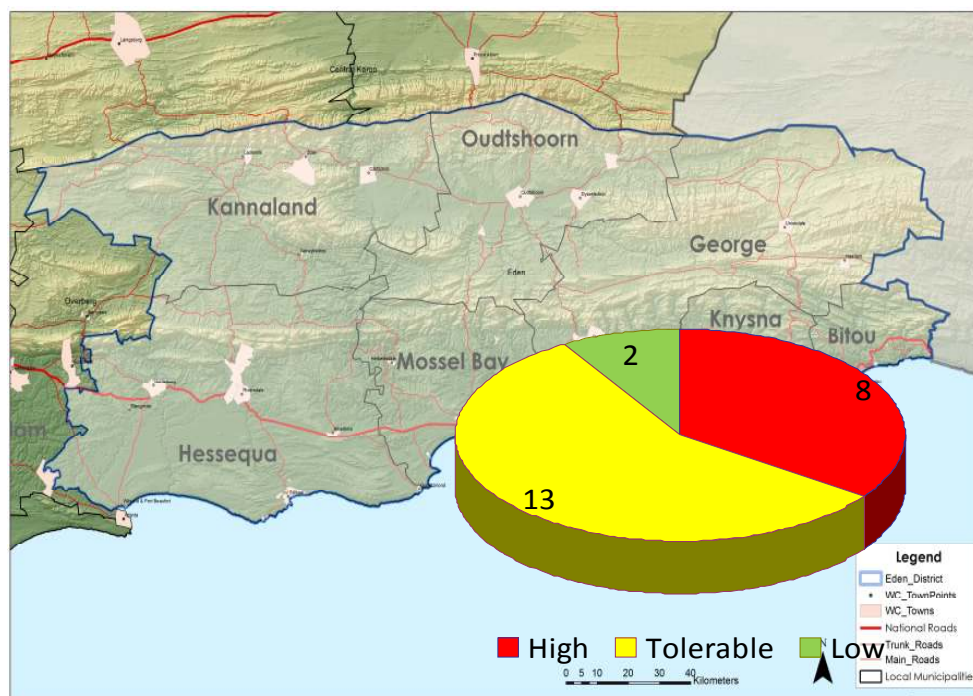
The Eden District Municipality is currently in the process of reviewing its resorts management Masterplan.



I. Disaster Management Policy

The Disaster Management Act, 57 of 2002, National Disaster Management Framework of 2005 and Municipal Systems Act, 32 of 2000 mandates district municipalities to perform a disaster management function. Early 2006, the Eden Disaster Management Section, in collaboration with SRK Consulting compiled a comprehensive and user – friendly Disaster Management Plan and at the same time also conducted a Disaster Risk Assessment for the region.

Eden's disaster risk profile can be illustrated as follows:



High:

- Petrochemical hazards
- Wildland fire
- Social Conflict
- Floods
- Sea level rise
- Storm surge
- HAZMAT: road or rail
- Drought

Tolerable:

- Coastal erosion
- Water Quality and Wastewater Management
- Predator Animals
- Seismic hazards
- Alien Invasive Species
- Road incident
- Animal diseases
- Human diseases
- Structural Fires
- Aircraft incident
- HAZMAT: ocean spill
- Severe weather (strong wind)
- Disruption of electricity

Low:

- Dam failure
- Waste Management

The following KPAs were identified and should apply to the Eden District Municipality in its effort to pro – actively prevent or reduce the risk of disasters, mitigate the severity or consequences of disasters, prepare for emergencies, respond rapidly and effectively to disasters and to implement post – disaster recovery and rehabilitation operations within the Eden District:

1. Creating a sustainable municipal institutional capacity for disaster management
2. Having effective risk reduction strategies
3. Disaster risk management planning and implementation thereof
4. Effective disaster response, relief and recovery
5. Enhancing public awareness and preparedness, disaster risk management research, education and training
6. Evaluating and improving of disaster management implementation in the district municipal area

The Eden District also appointed a Head of Centre and established a fully equipped municipal disaster management centre, MDMC, complete with 24/7 call centre, joint operational (JOC) and tactical centre. From this centre regional Disaster Management Coordinators has been appointed for the Eastern-, Western- as well as Karoo regions and

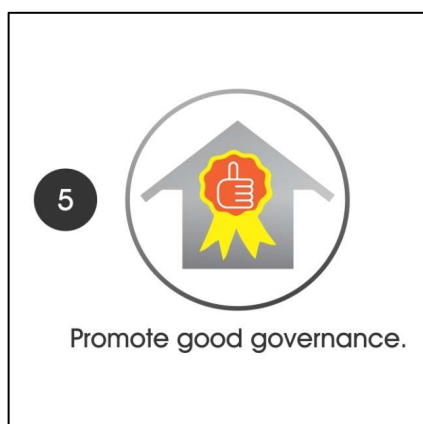
local authorities has been assisted with the compilation of contingency planning for the known threats.

2. Eden Air Quality Management Plan

The Eden District Municipal Air Quality Management Plan (AQMP) was drafted and adopted by in 2007 and is currently in its review phase. Currently, Eden is the only municipality in the Eden region that has an Air Quality Unit, which consists of two officials. The main legislative function is the licensing of listed activities as contemplated in the Air Quality Act, 39 of 2004.

In order to achieve its vision, the following key objectives were identified by the municipality:

- Formalise air pollution control function in the EDM
- Compile an emissions inventory for the region
- Air quality monitoring
- Meteorological monitoring
- Dispersion modeling facility
- Capacity building within the EDM
- Centre of expertise
- Spirit of cooperation
- Law enforcement
- Dissemination of information
- Air quality impacts in town and regional planning activities
- Regional waste management strategy
- Review of the air quality management plan



1. Internal Audit Charter

The municipal Internal Audit Charter was adopted in June 2013. The purpose of this charter is to define the purpose, authority, nature, role, responsibility and status of Internal Audit within the municipality.

The key objective of Eden District Municipality's Internal Audit Charter is to provide an independent, objective assurance and consulting service designed to add value and improve the organisation's operations. The implementation of this objective will be the main responsibility of the municipality's internal audit section in collaboration with its external stakeholders and committees.

2. Eden Communication Policy

The municipality's communication strategy was reviewed in the 2013 – 2014 financial year. The key objectives of this policy include:

- To encourage a culture of involvement and interaction of all structures and stakeholders by establishing platforms, places and sectors for people for meetings and engagements
- To encourage the responsible and accountable usage of council's information and communication technologies and tools
- To guard against the unlawful disclosure of official information
- To promote adherence to internal municipal protocol
- To encourage and maintain a high level of public confidence and reliance on the municipality
- To promote and maintain a high EDM corporate image
- To promote sound media relations and to encourage accurate reporting and coverage of events and issues relating to the municipality
- To promote a unified culture of horizontal and vertical communication
- To promote accountability when liaising, interacting or networking with Eden stakeholders
- To strengthen the morale of all EDM employees

3. Eden Information Security Policy

The Eden District Municipality has made a substantial investment in human and financial resources to establish its information systems. The objective of the municipality's Information Security Policy and related strategies are to:

- Protect this investment
- Safeguard the information contained within these systems
- Reduce business and legal risk
- Protect the good name of the Eden District Municipality.



1. Supply Chain Management Policy

The Eden District Municipality's supply Chain Management policy seeks to promote an innovative form of targeted procurement, which will encourage socioeconomic transformation within its region. The supply Chain Management policy will empower the Eden District Municipality to continue to redress the skewed distribution of wealth. The

policy will also assist in achieving the goals of poverty alleviation and job creation within its region.

The Policy aims to achieve the above by providing employment opportunities to HDI's and communities, enabling socio-economic transformation objectives to be linked to fair, transparent, equitable, competitive and cost effective procurement practices. In this regard, the following empowerment goals are proposed to be used as measures by Council in assessing the impact of its policy in realizing the socio-economic transformation agenda of government in all spheres.

2. Asset Management Policy



1. Eden Regional LED Strategy

The Eden District Municipality's Regional Economic Development Plan is currently in its review phase. The objectives of this strategy will include:

- Regional business retention and expansion
- Co – ordinate regional infrastructure
- Increase bilateral trade and investment
- Increase skills and economic development through institutional support
- Enabling an Environment for Economic growth through procurement

2. Eden Tourism Marketing and Development Strategy

The municipality's Tourism Marketing and Development Strategy is currently in its review phase. The objectives of this strategy include:

- To consolidate the existing destination brand and obtain buy – in from all stakeholders
- To market the destination to ensure transformation in a sustainable manner
- To be market driven and achieve growth in the market segments both international and domestic
- To overcome seasonality and ensure regional spread
- To consolidate current markets
- To deliver a tourism experience of superior quality and value for money offering

- To promote the development of tourist infrastructure that will enhance tourism in general and conform to specific architectural, environmental and aesthetic requirements
- Ensure cost effective management of all facets of tourism at all levels
- Promote tourism as a community based and community driven industry with sustainable potential for providing benefits to the community

Chapter 8

Eden Performance Management System



8. EDEN PERFORMANCE MANAGEMENT SYSTEM

The safeguarding of Council's Financial and Human Resources, the implementation of Council's Strategic Plan and resolutions and most prominently ensuring that the municipality employs the capacity to uphold the performance of the municipality is ultimately the responsibility of the Accounting Officer or Office of the Municipal Manager. This, however, is not always an uncomplicated task since the daily operations of the Municipal Manager will always be apprehended by minimal departmental performance due to changes in the external municipal environment, increased district wide demands and limited financial resources.

The Performance Management Guide for Municipalities, DPLG, 2001 provides that "the IDP process and performance management process should appear to be seamlessly integrated. Integrated Development Planning was introduced as the strategic management tool to realise the developmental role of local government. Performance management, on the other hand, is a management tool introduced to facilitate the implementation of the IDP, and as such forms an integral part of the IDP.

The budget attaches money to the IDP objectives and this is monitored through the service SDBIP. The budget makes the implementation of the IDP possible and the IDP provides the strategic direction for the budget.

8.1 LGM TEC 3 ASSESSMENT RECOMMENDATIONS 23 APRIL 2014 AND EDEN DM RESPONSE AND REMEDIAL ACTION IMPLEMENTED

LGM TEC 3 ASSESSMENT RECOMMENDATIONS	EDEN DM RESPONSE AND REMEDIAL ACTION
No updated performance measured against the targets established in the 2012-2017 IDP. Targets contained in the IDP are not measurable or quantifiable.	<ul style="list-style-type: none">• The 2013/2014 IDP and the Performance Management Systems are linked.• The 2014/2015 IDP and PMS will only be linked once the SDBIP is approved by Council on 27 May 2014. Due to the fact that Ignite is only available on 19/20 May 2014.²⁰

8.2 LINKING EDEN'S PMS TO IDP AND BUDGET

The linkage between the IDP, Annual Budget and Performance Management means that the IDP fulfils the planning stage of Performance Management whereas Performance Management in turn fulfils the implementation management, monitoring and evaluation of the IDP.

The strategic goals and projects of Eden's IDP are linked to the district's budget through the SDBIP. The SDBIP serves as a performance management tool and forms part of the Eden District Municipality's Performance Management System.

²⁰ Note: 1. The IDP Manager will only be logged into the Ignite System as from 1 July 2014. The IDP shall in future inform and verify the Ignite Performance Management System through a monthly comparative analysis of accomplishments, strategic objective realisation and budgetary expenditure reflection. In this way a clear linkage will be established between the PMS, the SDBIP and the IDP. 2. An attempt is already underway to ensure a closer alignment between Budget and IDP through the attendance by the IDP Manager of the Municipal Accounting Forum hosted at George Municipality on 9 May 2014. The IDP Manager will attend all the SDBIP compilation sessions on 19 May 2014 in order to ensure proper alignment.

Section 69(3)(a) of the MFMA requires the accounting officer to submit a draft SDBIP to the mayor no later than 14 days after the approval of the budget and drafts of the performance agreement as required in terms of the section 57 (1) (b) of the Municipal Systems Act. The mayor must subsequently approve the SDBIP no later than 28 days after the approval of the budget in accordance with section 53(1) (c) (ii) of the MFMA.

At the Eden District Municipality, each department has prepared its own operational plan to give effect to the organisational goals and to meet departmental service delivery and performance targets. These feed into this overall plan, providing the key performance areas against which each senior manager will be held accountable.

A Performance Management System has been established and implemented by the Eden District Municipal Council, which outlines the performance targets reached for the five IDP Strategies, as electronically captured on the Ignite system.

The Eden District Municipal PMS aims to:

- Demonstrate how it will operate and be managed from the planning stage up to the stages of performance review and reporting
- Define the roles and responsibilities of each role-player, in the functioning of the Eden system
- Clarify the process of implementing the system within the framework of the IDP process
- Determines the frequency of reporting and the lines of accountability for performance
- Links the organisational performance to employee performance
- Provides for the procedure by which the system is linked with the municipality's IDP processes

8.3 KPI REVIEW

Review the KPI's set by the municipality in terms of Local Government Management Regulations 2001 input, output, and outcome indicators.

Through the review process it is established whether objectives, key performance indicators, targets and projects have been achieved or where changes should be made where the municipality did not achieve on its objectives, key performance indicators, targets and projects and thereby ensures that it delivers on its service delivery and complies with legislation. The review process starts with the review of the IDP where strategies, objectives, outcomes, outputs, targets and performance indicators are reviewed. Flowing from the review of the IDP, the SDBIP and Individual Performance Plans are reviewed to ensure that the IDP is implemented on operational level and is monitored, assessed, reported, evaluated and reviewed on quarterly basis.

8.4 PERFORMANCE REPORTING

Reporting requires that the municipality takes the priorities of the organization, its performance objectives, indicators, targets, measurements and analysis, and presents this information in a simple and accessible format, relevant and useful to the specific target group, for review. The SDBIP is the basis for the municipality's reporting. Generally four reports are submitted per annum to Council.

8.5 EDEN DM'S 2012/2013 ANNUAL REPORT

The Eden District Municipality's Annual Report was tabled at Council in August 2013 and on 28 January 2014 for Council's Consideration. A copy of the document was communicated with the Western Cape Provincial Legislature and Office of the Auditor General for analysis and comments and a notice placed for the region's communities to provide their input. This step was followed by a Municipal Public Accounts Committee meeting to interrogate publication the 2012/2013 findings. A full Oversight Report was tabled at the Special Council Meeting that was scheduled for Friday, 7 March 2014. The final draft of the 2012/2013 Eden Annual Report will be tabled at the next Council meeting in May 2014 after all comments and were captured.

8.6 MUNICIPAL PERFORMANCE SCORECARD

The following table illustrates the linkages of the municipality's 2014/2015 projects with the National Key Performance Areas, the municipal KPA's, Eden's strategic objectives and the Municipal Pre Determined Objectives.

Reference	National KPA	Eden KPA	Eden IDP Pre-determined objective (s)	Municipal Department	2014/2015 Proposed Initiatives	Eden 2014/2015 KPI
D	Basic service delivery	Social/ Municipal health	<p>Establish healthy communities by assisting to reduce child mortality and increase life expectancy in the district</p> <p>Assist to reduce the poverty incidence in the district through coordinating & implementing social development programmes in collaboration with sector departments and municipalities</p>	Management Services Municipal Health	Mosselbay regional landfill site; Land purchase Knysna, Bitou, Mossel Bay, George	
					Air Quality Modeling Program for the Eden District Municipality	
					Regional social development initiatives. (Leadership programme for women; operational plan for district youth; Substance abuse awareness and moral regeneration.	
D	Institutional development and transformation	Capacity building	<p>To contribute towards the human resource development of Eden DM staff and the broader community through training programmes, internships and mentorships</p> <p>To forge local partnerships with tertiary institutions, the B-municipalities and sector departments to increase the skills levels in the district with a special focus on the vulnerable groups (Women, youth, the aged and disabled)</p> <p>To implement municipal transformation and institutional development</p>	Support Services		

D	Basic services delivery	Bulk services, roads and Public Transport	<p>Execute regional bulk infrastructure planning, and implementation of projects</p> <p>Reduce road infrastructure maintenance backlog by 15%</p> <p>Coordinate the modal shift from the use of private transport to the use of public transport</p> <p>Institute mechanisms that support the move of freight from road to rail</p> <p>Create an environment to increase road traffic safety</p>	Municipal Roads Services	Establishment of Eden Bulk Infrastructure Master Plan. Updating of bulk infrastructure plans for b-municipalities to enable Eden to update regional district bulk infrastructure master plan(water,sanitation, electricity, storm water)	
					Feasibility study for an irrigation dam and pipeline for the Little-Karoo	
D					Oudtshoorn Bulk water Supply Augmentation Project Feasibility Study	
					Hessequa Bulk Water Supply Augmentation Feasibility Study	
D	Basic services delivery	Environment and Public Safety	<p>To conserve and protect the district's natural environment by implementing initiatives that prevents environmental degradation</p> <p>Render disaster management and emergency services by ensuring legal compliance with regards to disaster management centre and ensuring that fire and rescue services are delivered in compliance with the</p>	Management Services	Commissioning of Weather Station in the Eden Region	
					Eden district municipality mitigation and adaption plan to climate change (map)	
					Protection of coastal and river corridors and blue flag	

D			<p>South African National Standards code</p> <p>Promoting a healthy and green environment by implementing awareness programmes in collaboration with external partners</p>		Establish a regional data transfer link from Eden DM MDMC to all the local authorities.	
					Establish a regional emergency radio network for use by all emergency services.	
					Establishment of a regional fire and rescue training facility	
					Do micro disaster risk assessments for Knysna; Hessequa; Oudtshoorn and Kannaland local municipalities	
					Job creation through Alien Vegetation	
D	Good Governance and Public Participation	Good Governance	<p>To advance communication between internal and external role-players through effective intergovernmental relations (IGR)</p> <p>Institutionalize performance management through-out the entire organisation</p> <p>Manage the strategic property portfolio of Council through the development of suitable strategies</p> <p>Enhance the district's coordination and strategic enabler role through the implementation of "Shared Services" with the B-municipalities</p>	Support Services	Risk Management Software Tool- The purpose of acquiring the software will aid the risk officer of Eden to effectively manage and monitor risk management in the Eden District region, facilitating risk management at B- municipalities that is in need of Effective Risk Management systems.	
					Connecting towns via Carrier Grade equipment.	
					On- line information repository. Enable all municipalities to upload /download any relevant information, data and	

D					statistics. Regional reporting.	
					Collaborator processes to support effective of Municipal functioning.	
					Computerization of HR and program to capture training and skills and submit Workplace Skills Plan	
					Establishment of an Accredited fire/training Academy	
D	Financial Viability and Management	Financial Viability	<p>Enhancing resource and funding mobilization from external sources to ensure more funds are available for the implementation of core functions and extended municipal mandates</p> <p>Institutionalizing effective and cost efficient financial administration through financial reforms</p> <p>Find/ investigate innovative ways of increasing additional sources of funding</p>	Financial Services	Integration of systems: GIS, Financial and Archives.	
	Local Economic Development		<p>Facilitate a conducive environment to stimulate Local Economic Development (LED) in the District</p> <p>Facilitate tourism marketing in the district by forming partnerships with Local Tourism Organizations (LTO's)</p>	Support Services	Establishment of Agri-park-per B- Municipality (George, Oudtshoorn, Kannaland, Hessequa, Mossel Bay, Knysna and Bitou) Funding required for feasibility study - what grows where, availability, markets, etc. Funding required for project implementation.	

D						
					Review the Tourism Marketing and Development strategy	
					Review of the Regional Local Economic Development Strategy	
					Regional Business Incubator/ Business Assistance Centre	
					Greater Eden Tourism Initiative- The development of an art,craft and culture route, donkey cart project, adopt a guesthouse project,etc.	
					Hansmoes Kraal Innovation Park-George- Pre Feasibility Study	
					One of a kind initiative- Exhibition to promote and sell innovative products of bussinesses for entire region with capacity building elements.	
					Eden Cater Care Training Programme- Train and provide culinary skills to SMME's/unemployed youth in the Eden region that has an interest in hospitality management and catering.	

					Development of the Garden Route and Klein Karoo Wine Route-Connecting towns such as Ladismth, Calizdorp,Plettenberg Bay, Knysna, George and Herold that has wine farms and creating a combined/ packaged tourism offering that creates regional spin offs.	
					Regional Business Mentorship Programme- Mentoring programme for small businesses in the district.	

Chapter 9

Eden IDP and Budget Linkages



9. EDEN IDP/BUDGET LINKAGES

As a district municipality, the Eden District Municipality has a Constitutional mandate to fulfill and perform. In order for the municipality to implement this mandate it must not only be financially geared, but also have in place the Council policy and procedures that will ensure the efficient, effective and economic governance of the municipality's financial resources. As a result of the municipality's limited financial resources, however, the municipality was compelled to identify alternative sources and mechanisms to ensure the delivery of its mandate as a district municipality. Added to the municipal financial position is also the municipality's grading. The move from a grade 4 to grade 5 municipalities will eventually negatively impact the current stance of the municipality's ability to implement identified projects.

Key to this process is that council will have to make at some stage unpopular decisions so as to ensure the financial sustainability of the municipality.

9.1 HIGH LEVEL SUMMARY OF THE MUNICIPAL BUDGET

DESCRIPTION	2014/2015	2015/2016	2016/2017
Total income	R308,816,881	R328,284,374	R319,584,270
Total expenditure	R306,313,034	R328,283,925	R319,582,381
Surplus/deficit	-R 2,503,847	R 448	R 1,889

9.2 EDEN EXPENDITURE PER TYPE

DESCRIPTION	2014/2015	2015/2016	2016/2017
Salary Related Expenses	95 117 400.45	101 204 914.08	107 682 028.58
Remuneration of Councillors	7 705 275.00	8 321 697.00	8 987 432.76
Bad Debts	800 000.00	600 000.00	500 000.00
Depreciation	8 322 031.37	8 771 421.06	8 771 421.06
Repairs and maintenance	4 692 560.96	4 945 959.26	5 213 041.06
Interest	530 000.00	530 000.00	530 000.00
Contracted services	9 975 302.64	11 615 163.89	10 396 003.53
Grant projects	36 253 400.00	46 249 000.00	27 203 000.00
Own fund projects	3 429 580.00	1 406 765.00	1 219 230.31
General expenses	23 534 806.85	24 219 496.19	25 213 228.99
Contribution	4 523 500.00	5 379 098.00	5 551 183.53
Actuarial loss	5 429 176.75	5 860 411.00	5 860 411.00
ROADS AGENCY FUNCTION	106 000 000.00	109 180 000.00	112 455 400.00
TOTAL	306 313 034.03	328 283 925.48	319 582 380.81

9.3 EXPENDITURE PER MUNICIPAL FUNCTION

DESCRIPTION	2014/2015	2015/2016	2016/2017
EXECUTIVE AND COUNCIL			
Office: The Municipal Manager	3 799 069.19	4 038 836.36	4 290 099.36
Office: Executive Mayor	2 252 917.96	2 404 168.45	2 565 707.82
Office: Executive Deputy Mayor	649 272.14	696 484.12	747 184.51
Office: The Speaker	689 830.04	739 448.93	792 703.55
Section 79/80 Committees	196 603.47	207 220.06	218 409.94
Council General	56 051 727.69	51 162 488.64	31 265 909.97
	63 639 420.49	59 248 646.55	39 880 015.15
BUDGET AND TREASURY OFFICE	2014/2015	2015/2016	2016/2017
Manager Finance	9 629 758.63	10 075 602.14	10 253 719.82
Finance SCM & Procurement	4 143 815.18	4 405 632.01	4 683 699.80
Finance Expenditure & Income	6 504 261.68	6 918 240.12	7 358 589.29
Finance Management Services	2 672 919.66	2 652 312.92	2 715 455.86
Internal Audit	1 747 765.58	1 850 866.41	1 965 734.71
	24 698 520.72	25 902 653.61	26 977 199.47
CORPORATE SERVICES	2014/2015	2015/2016	2016/2017
Manager Corporate	2 724 937.49	2 888 537.69	3 006 294.90
Administration	2 094 688.81	2 127 586.48	2 254 426.55
DMA: Administration	-	-	-
Human Resources	8 357 831.31	7 880 757.36	8 284 005.97
IT	7 584 724.17	8 033 928.15	8 508 715.06
Council Buildings	6 133 471.61	6 428 967.00	6 736 962.73
Employment Equity	-	-	-
Legal Services	1 111 332.04	1 181 814.03	1 256 772.12
Dist. Communications/PR	1 356 270.45	1 421 066.98	1 505 851.44
	29 363 255.89	29 962 657.70	31 553 028.76
PLANNING AND DEVELOPMENT	2014/2015	2015/2016	2016/2017
Manager Strategic Services	725 889.68	771 440.52	818 039.27
LED	1 094 641.87	1 163 243.30	1 236 156.61
Planning	1 889 526.65	1 999 781.91	2 116 517.08
IDP Unit	1 173 468.75	1 247 049.62	1 325 257.51
Tourism	1 604 004.97	1 171 605.26	1 243 823.43
Project Management Unit	-	-	-
Performance Management	421 603.43	448 358.91	476 814.47
	6 909 135.36	6 801 479.52	7 216 608.37
PUBLIC SAFETY	2014/2015	2015/2016	2016/2017
Fire Fighting	16 650 437.78	19 170 053.73	18 653 541.30
Disaster Management	4 666 941.62	4 957 107.92	5 265 633.28
Hessequa Support Service Fire	2 487 583.80	2 621 913.32	2 763 496.64
DMA: Support Service Fire	1 374 119.55	1 459 051.79	1 549 257.08
Kurland Fire Services	-	-	-
	25 179 082.76	28 208 126.77	28 231 928.31
HEALTH	2014/2015	2015/2016	2016/2017
Manager Community Services	1 739 794.81	1 848 897.05	1 958 057.90
MHS Admin	1 647 409.81	1 744 992.06	1 848 395.56
MHS George	6 377 582.58	6 783 754.84	7 215 814.50
MHS Klein Karoo	5 375 604.79	5 717 590.59	6 081 352.62
MHS Langeberg	5 864 338.25	6 238 276.01	6 636 071.28
MHS Lakes Area	4 857 222.60	5 130 526.67	5 454 676.76
Community Services:Project Management	1 602 872.14	640 915.96	681 365.42
	27 464 824.98	28 104 953.17	29 875 734.03
COMMUNITY AND SOCIAL SERVICES	2014/2015	2015/2016	2016/2017
Social Development	2 897 321.07	2 526 799.75	2 686 307.02
Community Skills Development	21 036.14	22 172.09	23 369.39
	2 918 357.21	2 548 971.85	2 709 676.41
SPORT AND RECREATION	2014/2015	2015/2016	2016/2017
Swartvlei Camping Area	637 198.05	661 623.85	700 952.35
Vicbay Camping Area	860 628.46	905 622.27	959 477.76
Callitzdorp Spa Restaurant	5 016.79	5 287.70	5 573.23
Callitzdorp Spa Resort	4 978 223.44	5 270 399.18	5 582 709.89
De Hoek Mountain Resort	3 179 245.18	3 373 552.20	3 579 799.97
De Hoek: Shop	5 016.79	5 287.70	5 573.23
Kleinkrantz	77 431.99	72 901.30	76 837.97
	9 742 760.70	10 294 674.18	10 910 924.41
WASTE MANAGEMENT	2014/2015	2015/2016	2016/2017
Bulk Infrastructure	1 361 841.42	1 190 369.11	1 265 228.98
	-	-	-
	1 361 841.42	1 190 369.11	1 265 228.98
PUBLIC TRANSPORT	2014/2015	2015/2016	2016/2017
Public Transport	2 891 352.00	3 229 747.01	3 311 271.35
Roads Agency Function	106 000 000.00	109 180 000.00	112 455 400.00
	108 891 352.00	112 409 747.01	115 766 671.35
WATER	2014/2015	2015/2016	2016/2017
Water	-	-	-
bulk Planning	3 708 103.30	21 086 013.91	22 512 097.20
	3 708 103.30	21 086 013.91	22 512 097.20
ENVIRONMENTAL PROTECTION	2014/2015	2015/2016	2016/2017
Environmental Management	756 769.86	740 465.10	785 892.63
Air Quality Management	1 679 609.35	1 785 167.01	1 897 375.74
	2 436 379.20	2 525 632.11	2 683 268.37
	306 313 034.03	328 283 925.48	319 582 380.81

9.4 OWN FUNDED PROJECTS INCLUDED IN THE BUDGET

						English	2014/2015
						HUMAN RESOURCES	
01	10	13	02	5038	517	Records Clean-up Project	80 000
01	10	13	05	5038	516	Education Forum	30 000
01	10	13	05	5038	410	External Bursaries	100 000
01	10	13	05	5038	425	Learnerships	100 000
01	10	13	05	5038	466	Long Service Certificates	10 000
01	10	13	05	5038	467	Emergency Preparedness	290 000
01	10	13	07	5038	520	Enterprise License Agreement	1 097 500
						TOTAL	1 707 500
						PLANNING AND DEVELOPMENT	
01	10	14	05	5038	532	Tourism/ District Economic Development	500 000
						TOTAL	500 000
						SOCIAL DEVELOPMENT	
01	10	20	01	5038	528	MOU Implementation	21 120
01	10	20	01	5038	492	Rural Development	500 000
						TOTAL	521 120
						WASTE MANAGEMENT	
01	10	26	01	5038	484	Article 78 Investigation Phase 2&3	182 000
01	10	26	01	5038	513	Special Studies	60 000
						TOTAL	242 000
						WATER	
01	10	32	02	5038	480	Bulk Water-Augmentation Feasibility Studies	422 000
						TOTAL	422 000
						ENVIRONMENTAL MANAGEMENT	
01	10	36	01	5038	065	Integrated Waste Management Plan	36 960
							36 960
						TOTAL OF FUNDED PROJECTS	3 429 580

9.4 LIST OF CAPITAL PROJECT APPLICATIONS

Capital Items	Department	Section	Amount	Finance Source
Regional Landfill Site	Waste Management	Waste Management	5 800 000.00	CRR
Fire Fighting Vehicles	Public Safety	Fire Services	1 500 000.00	Own Funds
IT Equipment	Support Services	ICT services	1 000 000.00	Own Funds
			8 300 000.00	

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Chapter 10
Conclusion and Way Forward



10. CONCLUSION AND WAY FORWARD FOR THE 2014/2015 FINANCIAL YEAR

The 2014/2015 IDP builds its foundation on the 2012/2017 Council Adopted IDP. This plan was for the first time reviewed in 2013 and explicitly identified the key areas of delivery that will eventually add to the achievement of the municipality's roles and responsibilities as a district municipality, the municipality's role as the region's strategic enabler, the achievement of the objectives of developmental local governance, the compliance with legislative prescripts and the ultimate achievement of a clean audit by 2014. Key to the 2014/2015 IDP review was to ensure that the document aligns with the municipal budget and performance management system, aligns horizontally and vertically with the B – municipalities that reside within the region and thirdly with the objectives and plans of provincial and national government sector departments.

The Eden District Municipality is per legislation required to perform the following powers and functions:

- Integrated Development Planning in the district
- Bulk infrastructure planning
- Solid waste disposal sites
- Provincial roads (agency basis)
- Regulation of passenger transport services
- Municipal health services
- Fire fighting services in the district/Disaster Management
- Promotion of local tourism

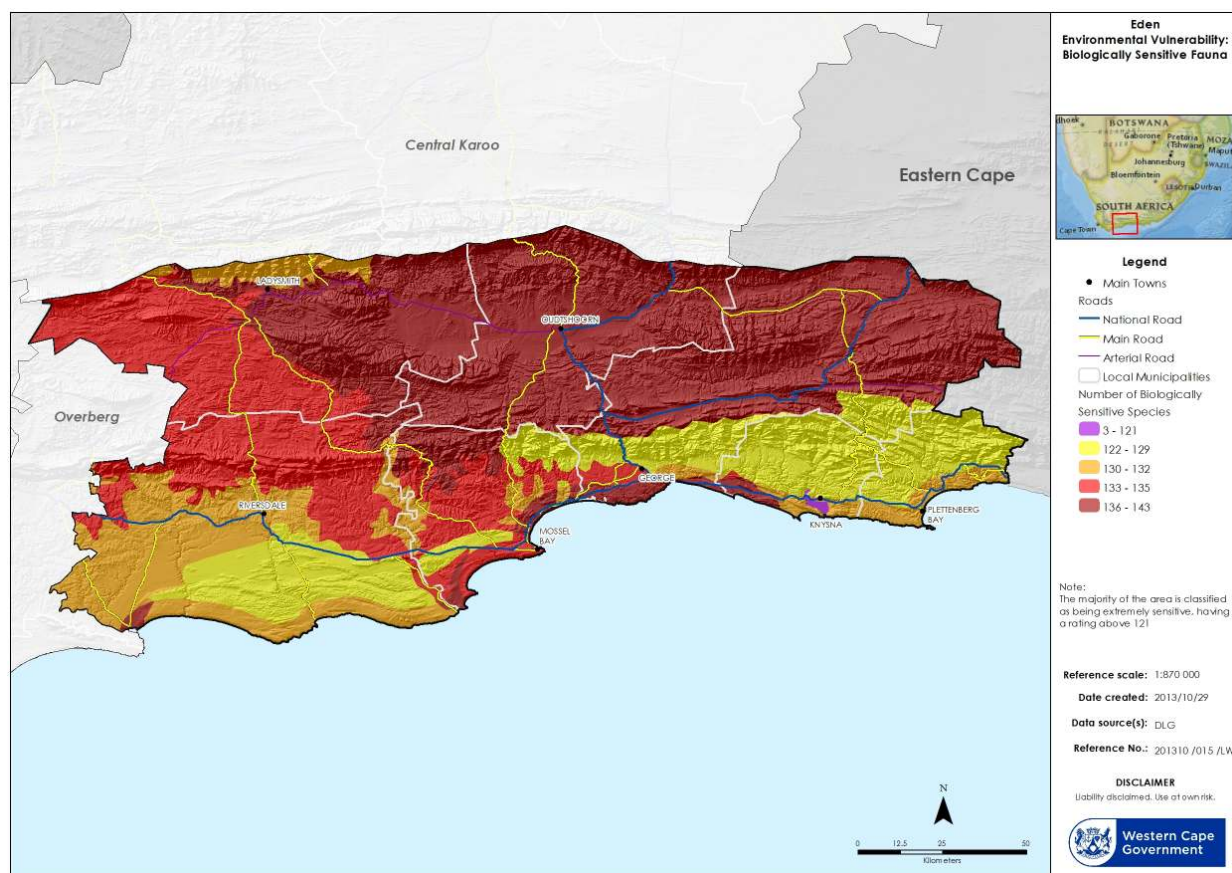
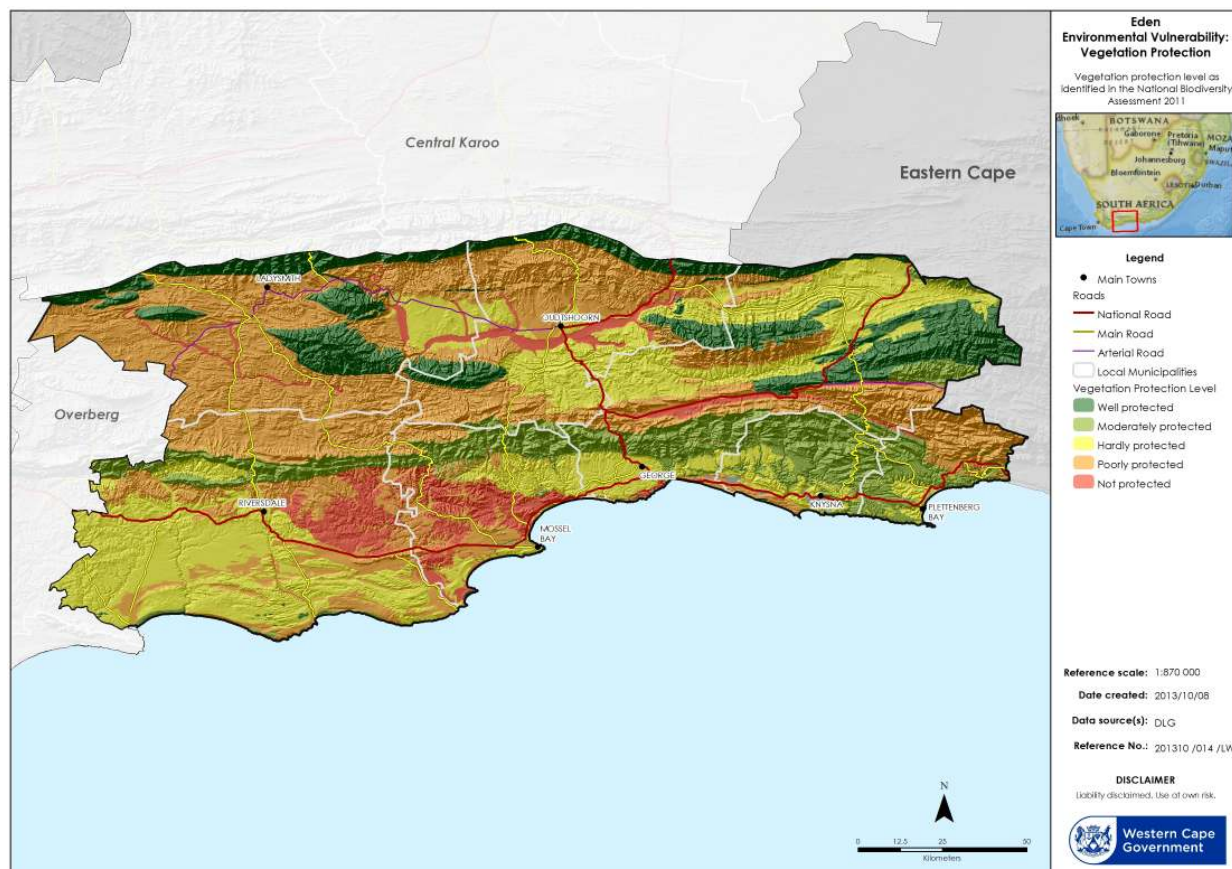
As a district municipality, the Eden District Municipality has a strategic role to play in that it will focus on its role as the region's coordinator, facilitator and enabler.

Key to the 2014/2015 implementation process is:

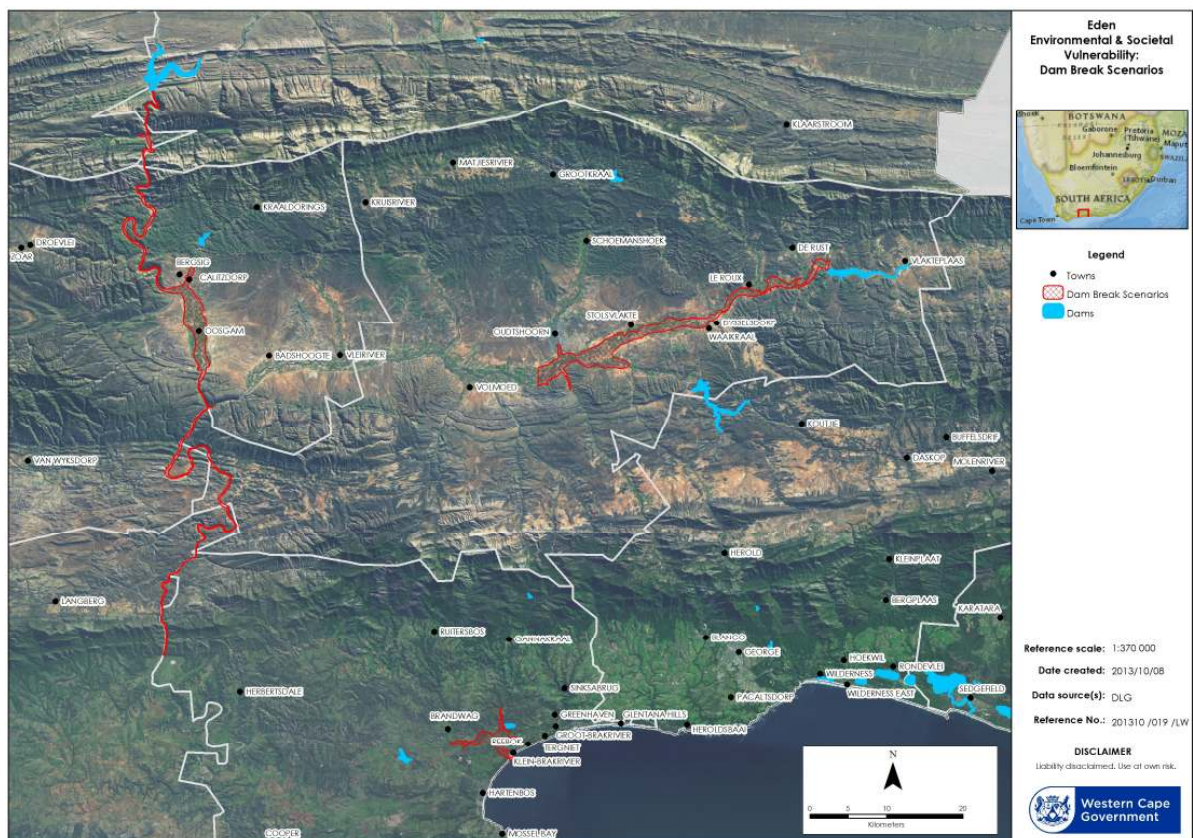
- Continue with the municipality's Operation Clean Audit campaign
- The implementation of the municipality's medium term strategic plan
- Continue to improve on the financial viability of the municipality
- Improve the linkages between the IDP, Budget and Performance Management
- Focus on the improvement of the municipal ICT infrastructure
- Provide continual support to the political branch of governance
- Draft an ICT Master Systems Plan
- Implement a new Disaster Recovery System
- The appointment of key critical staff
- Continue to provide GIS support via its shared services model
- The review of the municipality's Economic Development Strategy
- The review of the municipality's Tourism Marketing and Development Strategy
- The support to the youth via its learnership programmes
- The continuation of the upgrade of the municipal resorts
- To improve internal financial controls
- Review the municipal asset policy
- The identification of mechanisms so as to ensure that the municipal properties reap financial income
- To do micro disaster risk assessments for Knysna; Hessequa; Oudtshoorn and Kannaland local municipalities
- Improve on the operations of the regional IGR structures including the Municipal Managers Forum and District Councillors Forum and the reestablishment of the District Infrastructure Technical Committee
- Continue to create jobs via its EPWP programme

- Promote municipal skills development

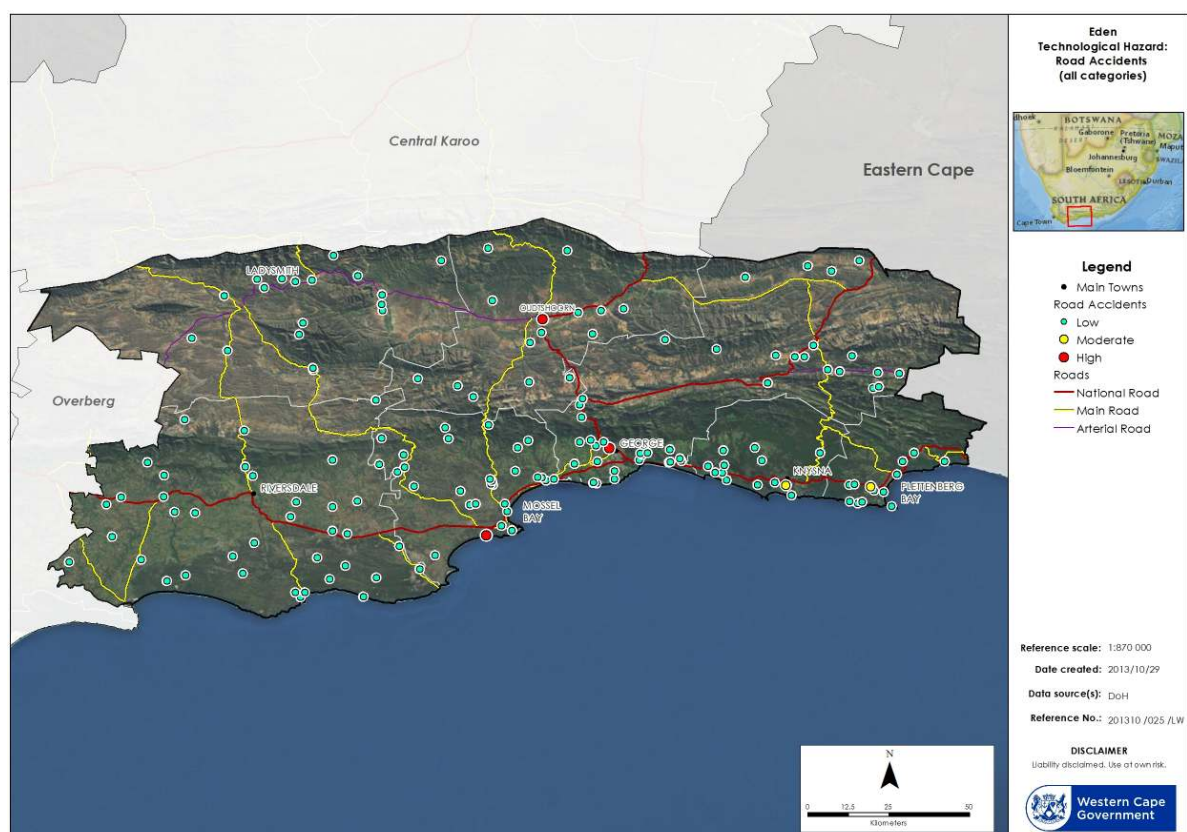
HIGH RISK DEVELOPMENT AREAS (RISK MAPS)

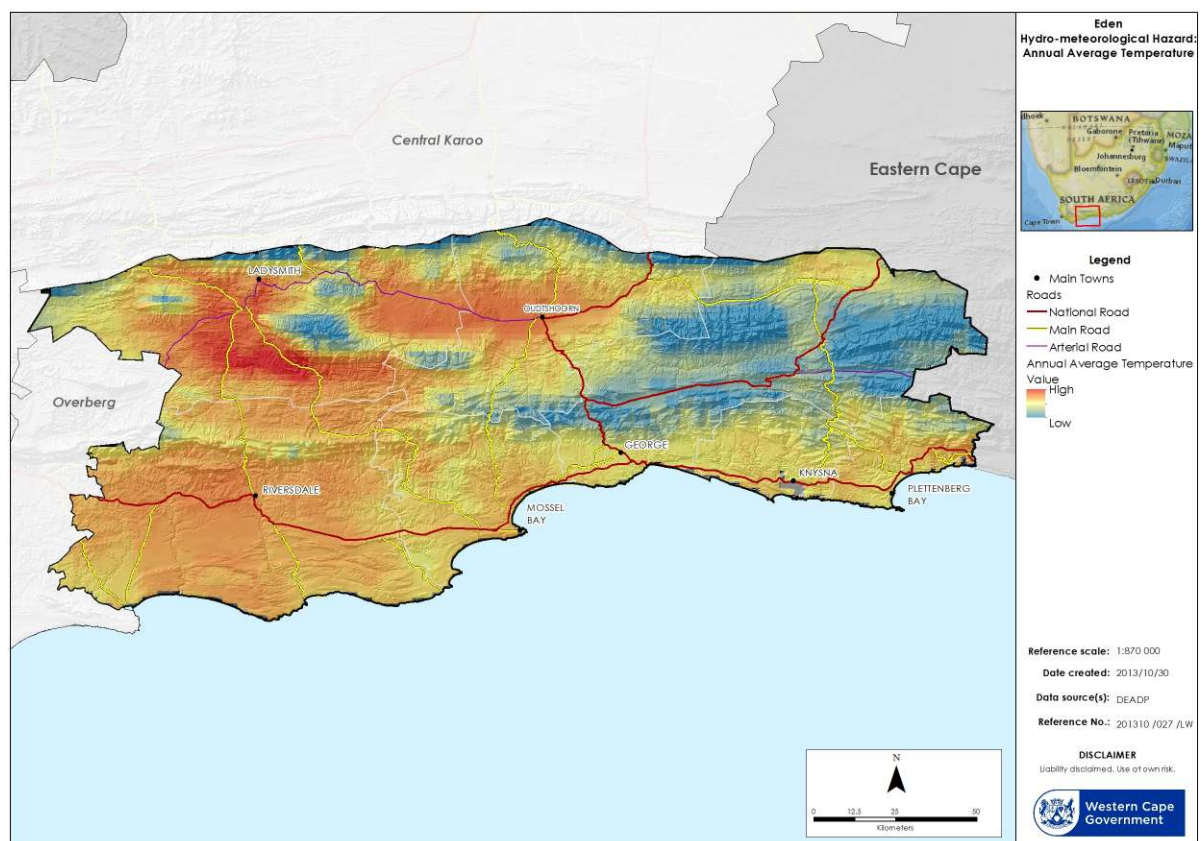
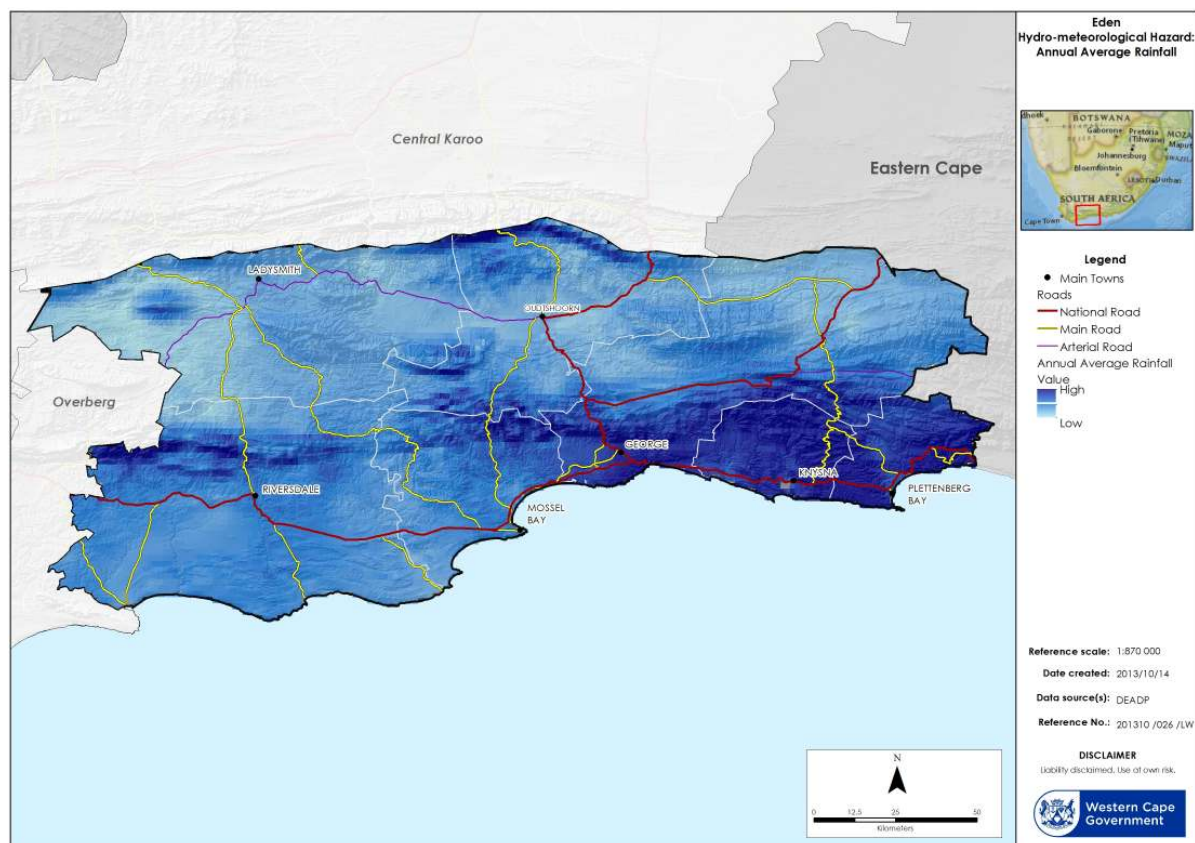


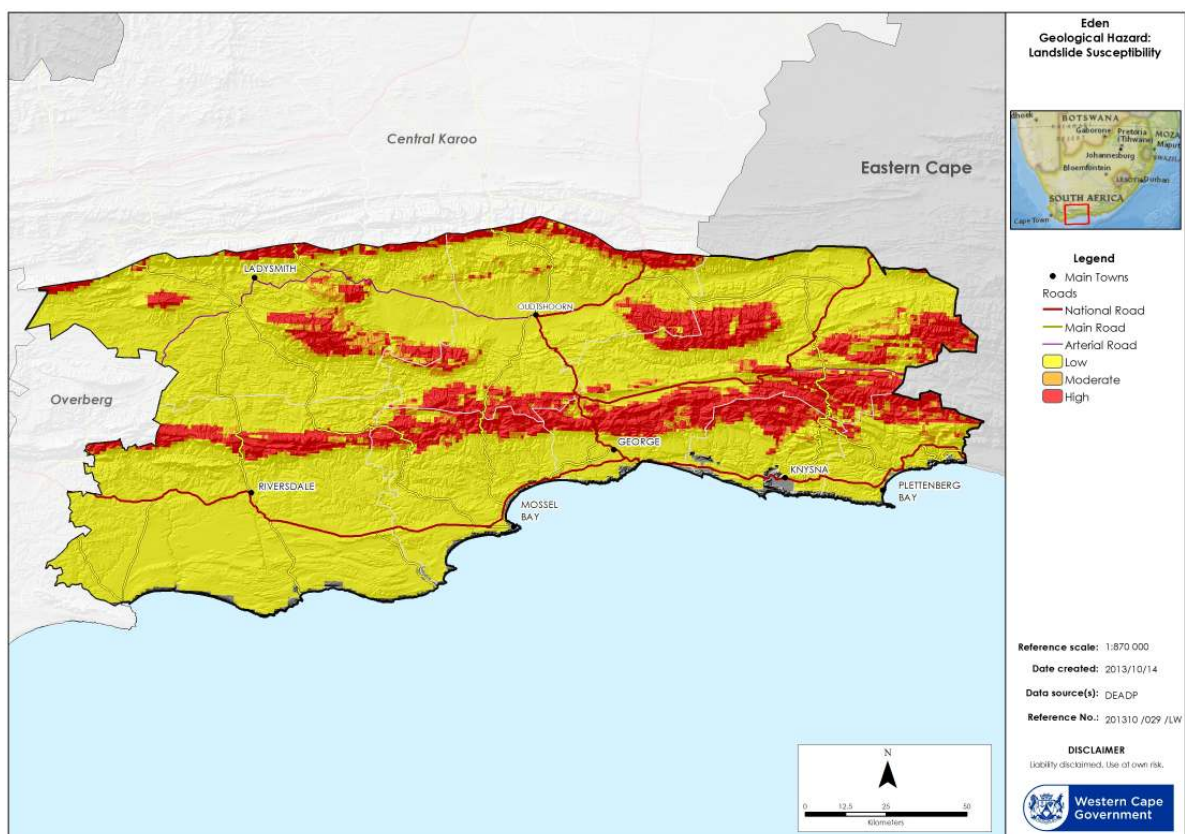
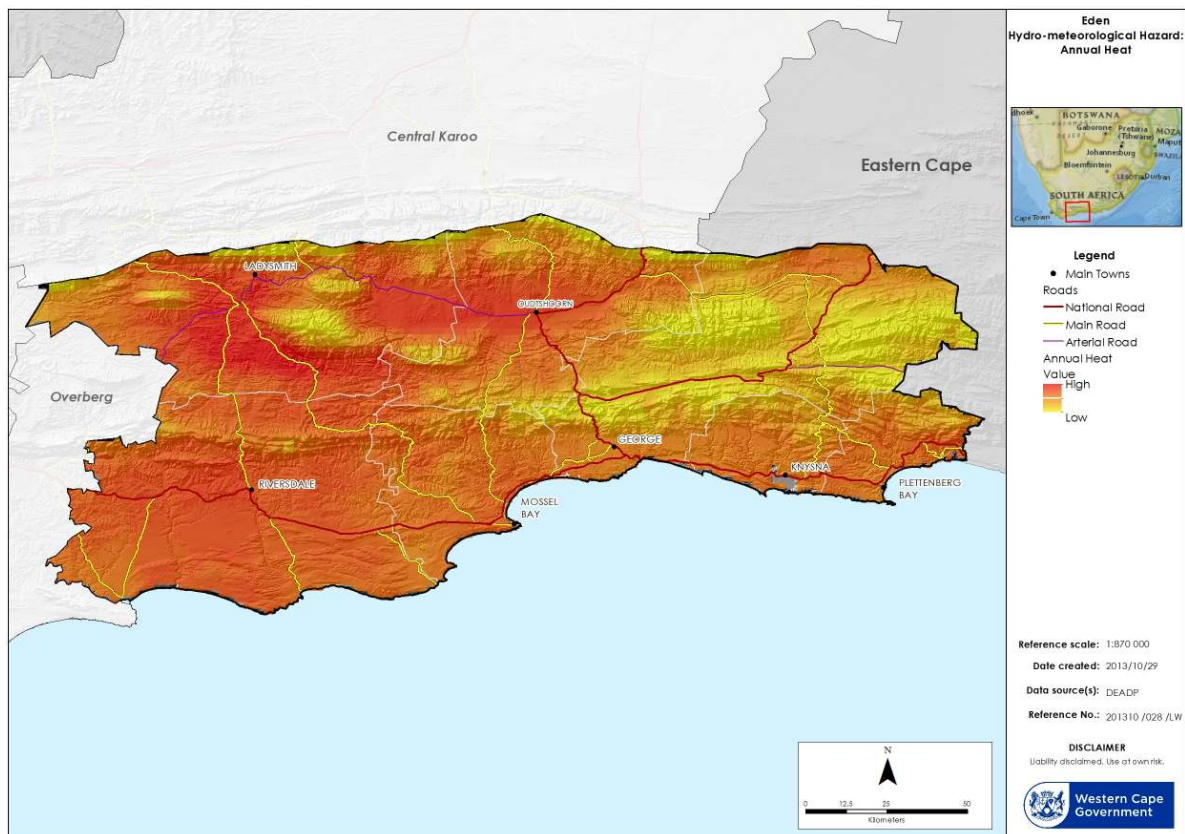


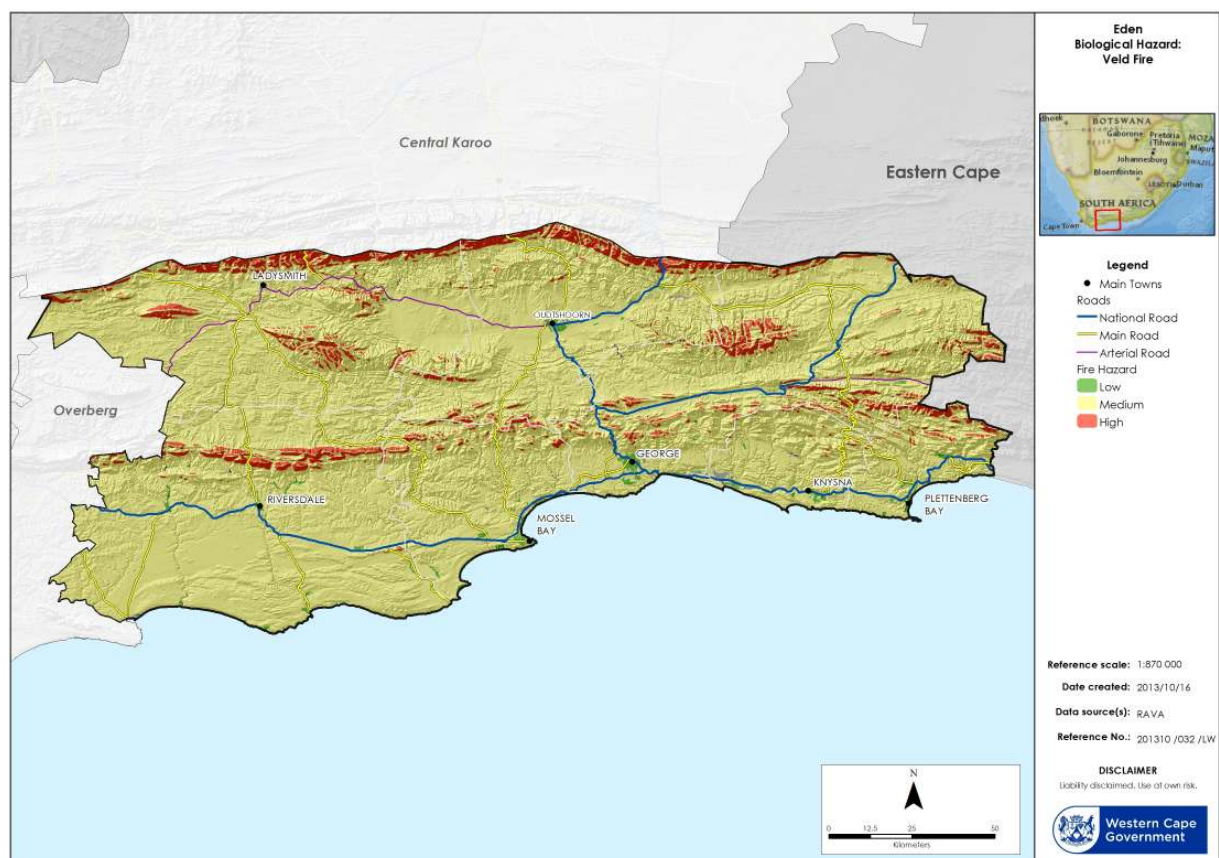
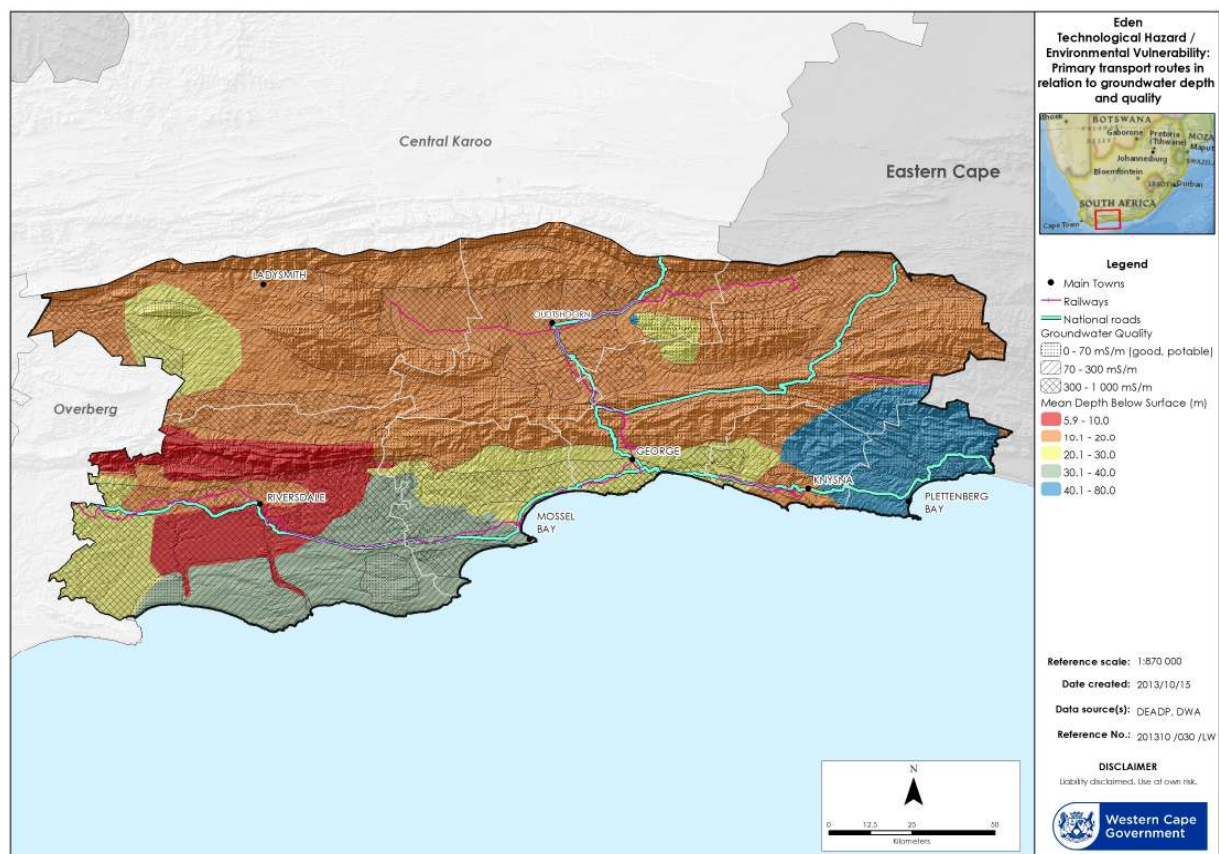


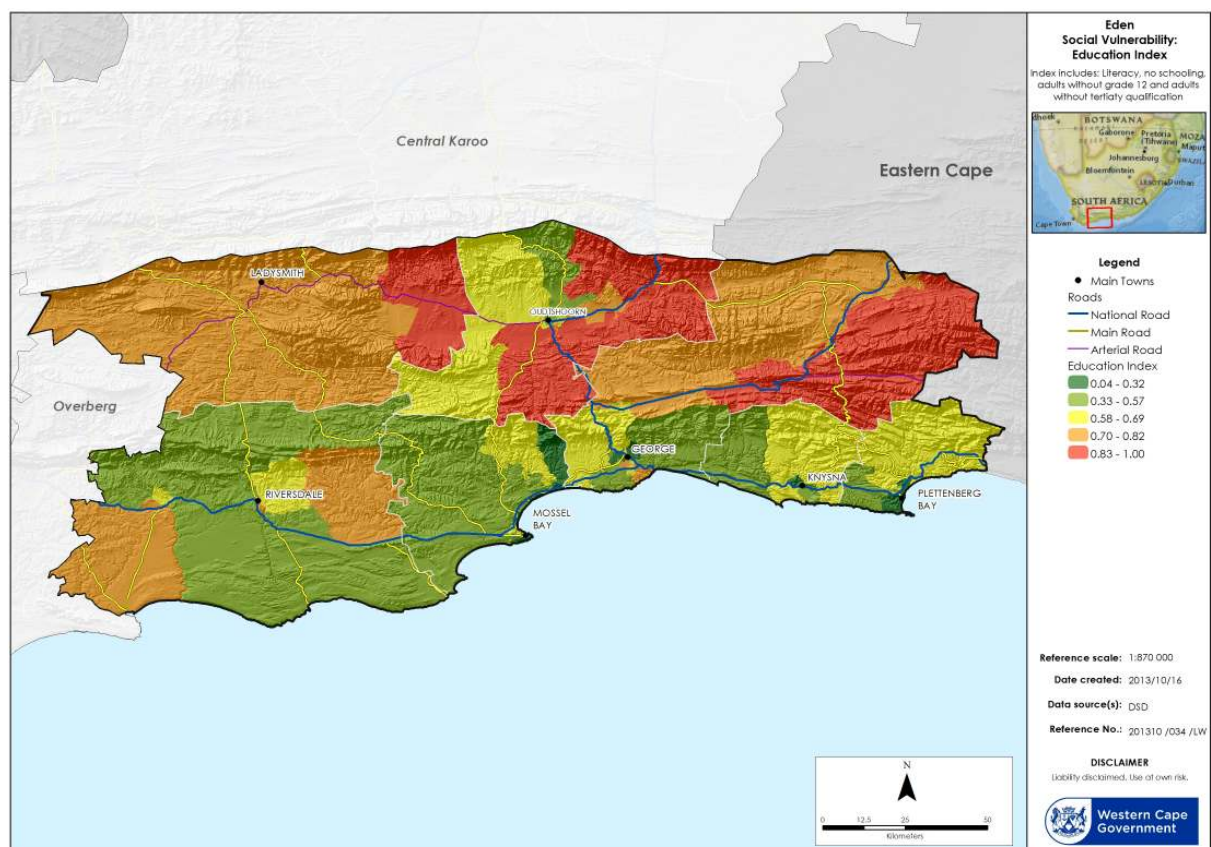
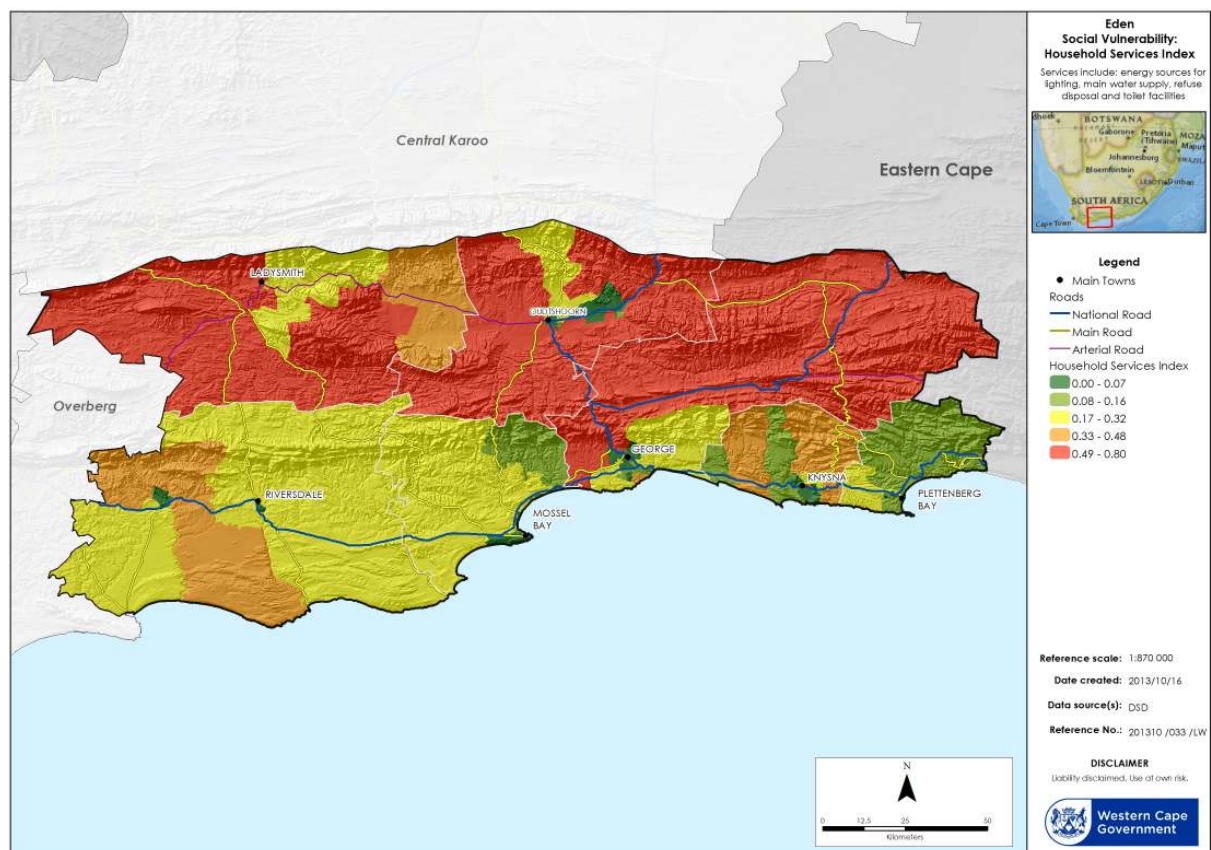


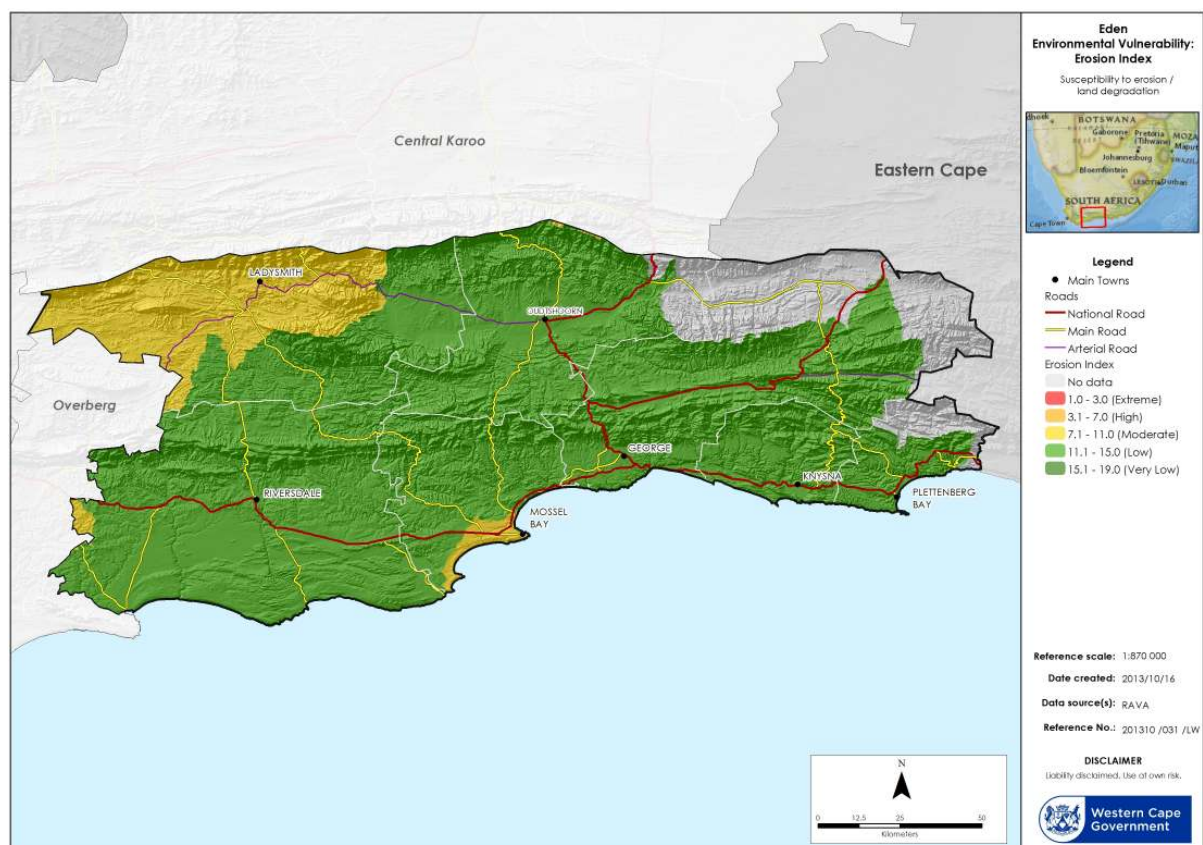
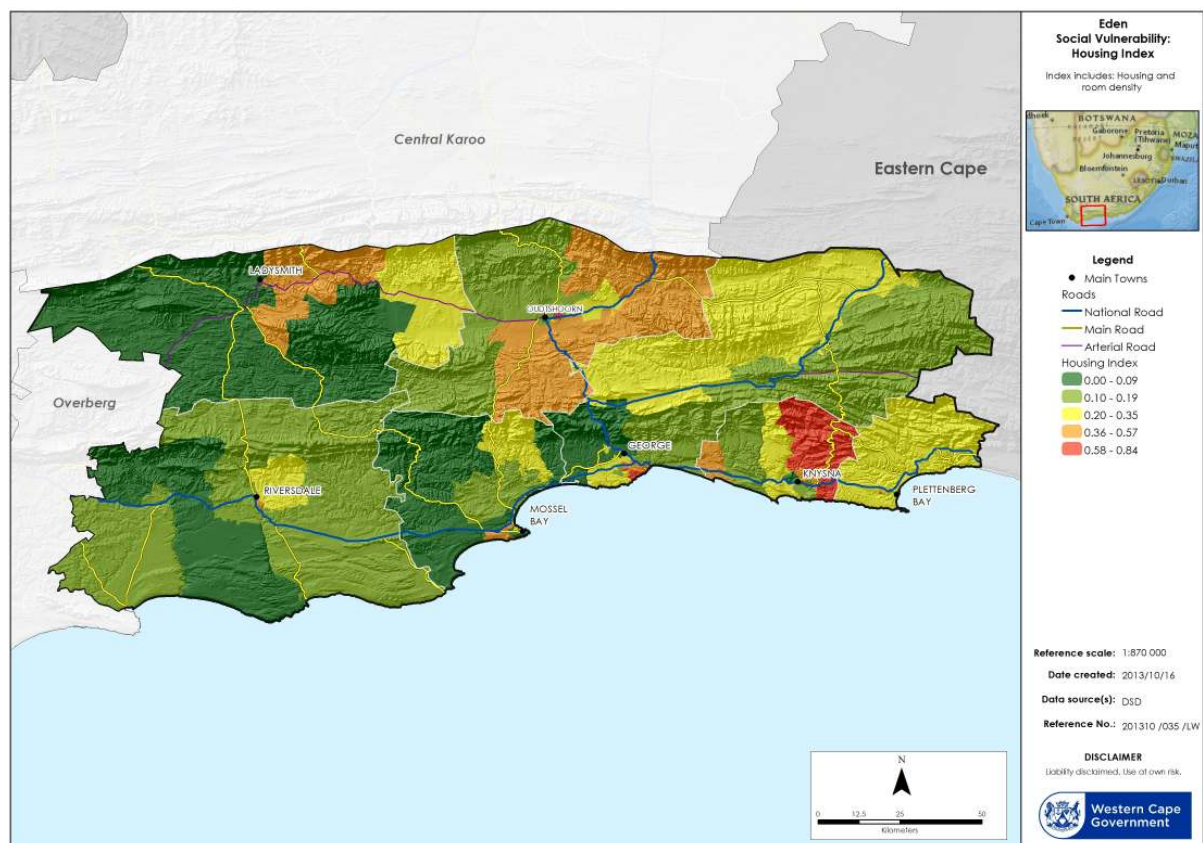


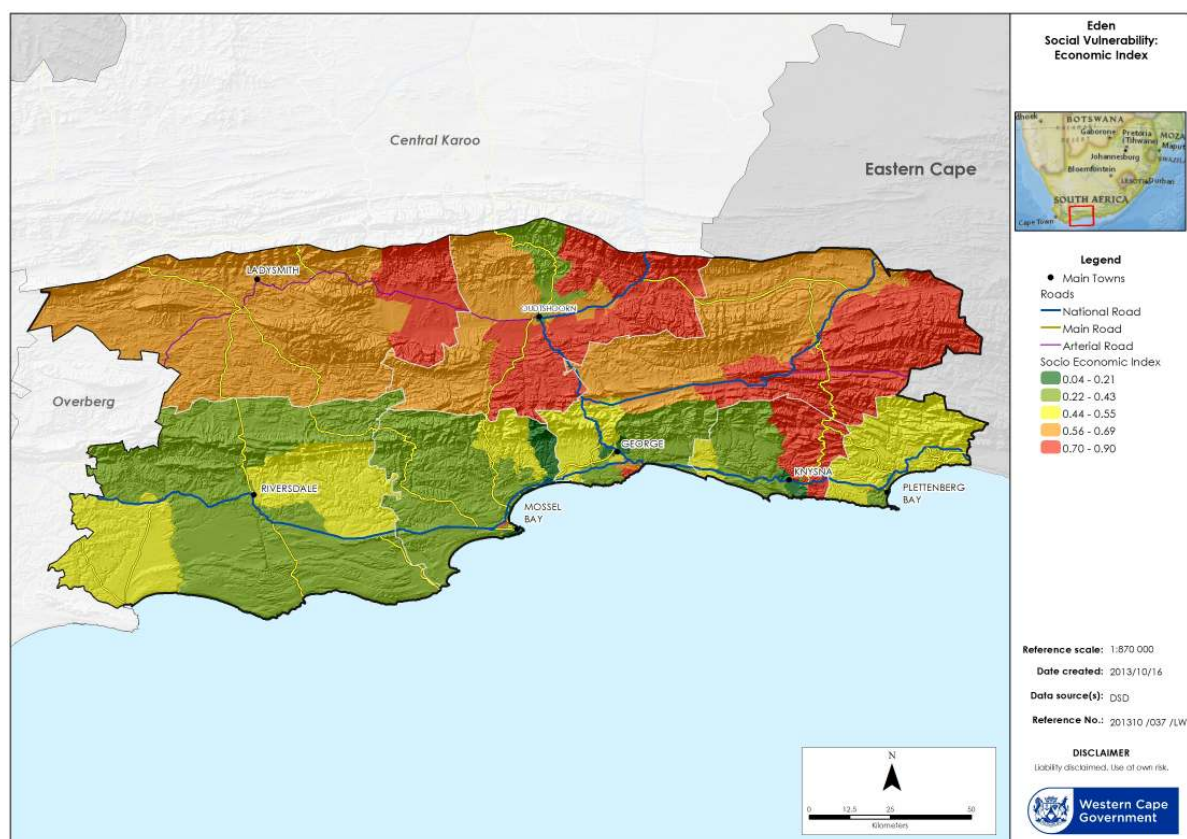
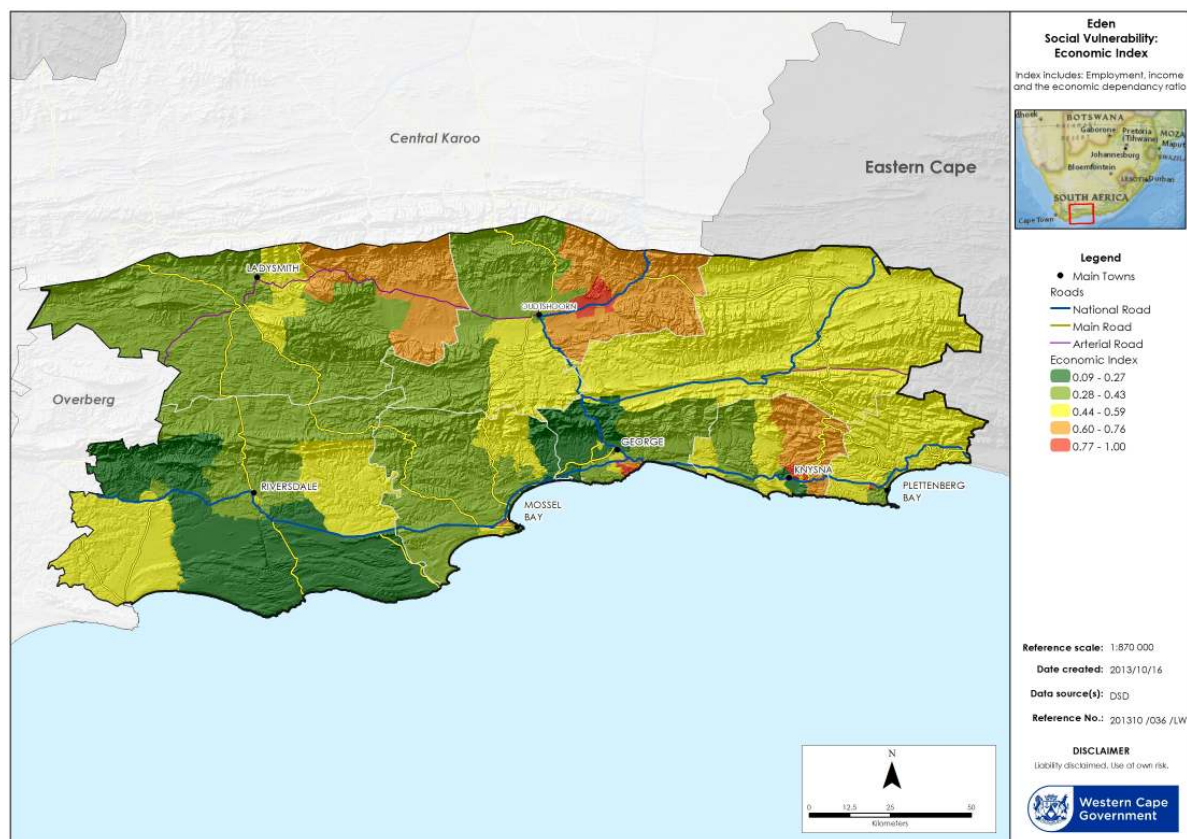


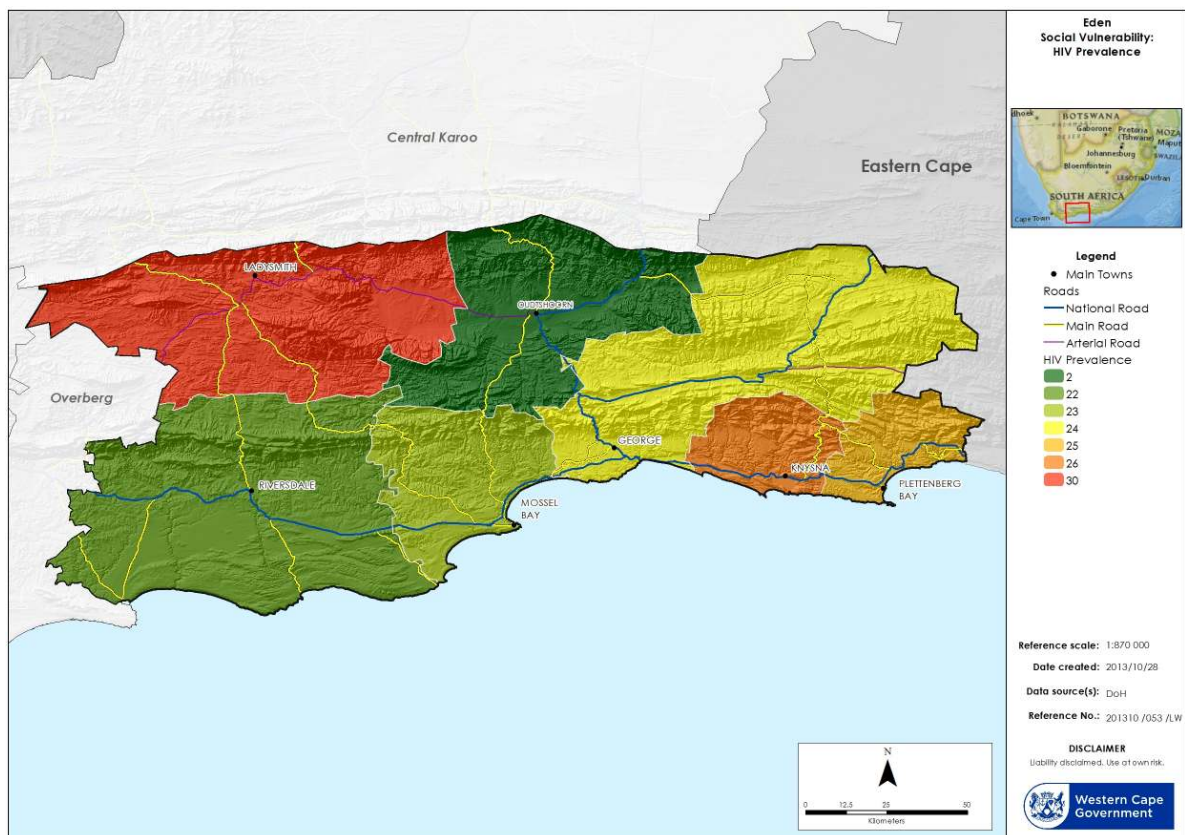
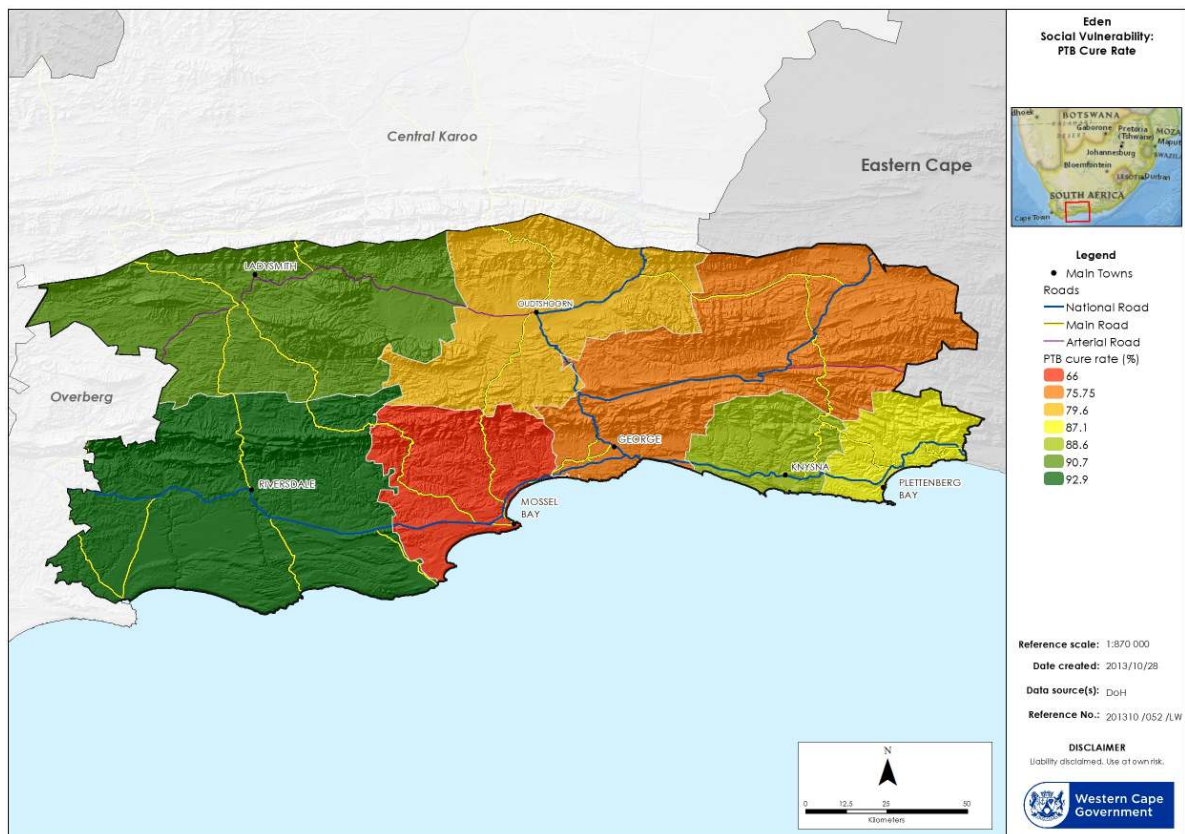


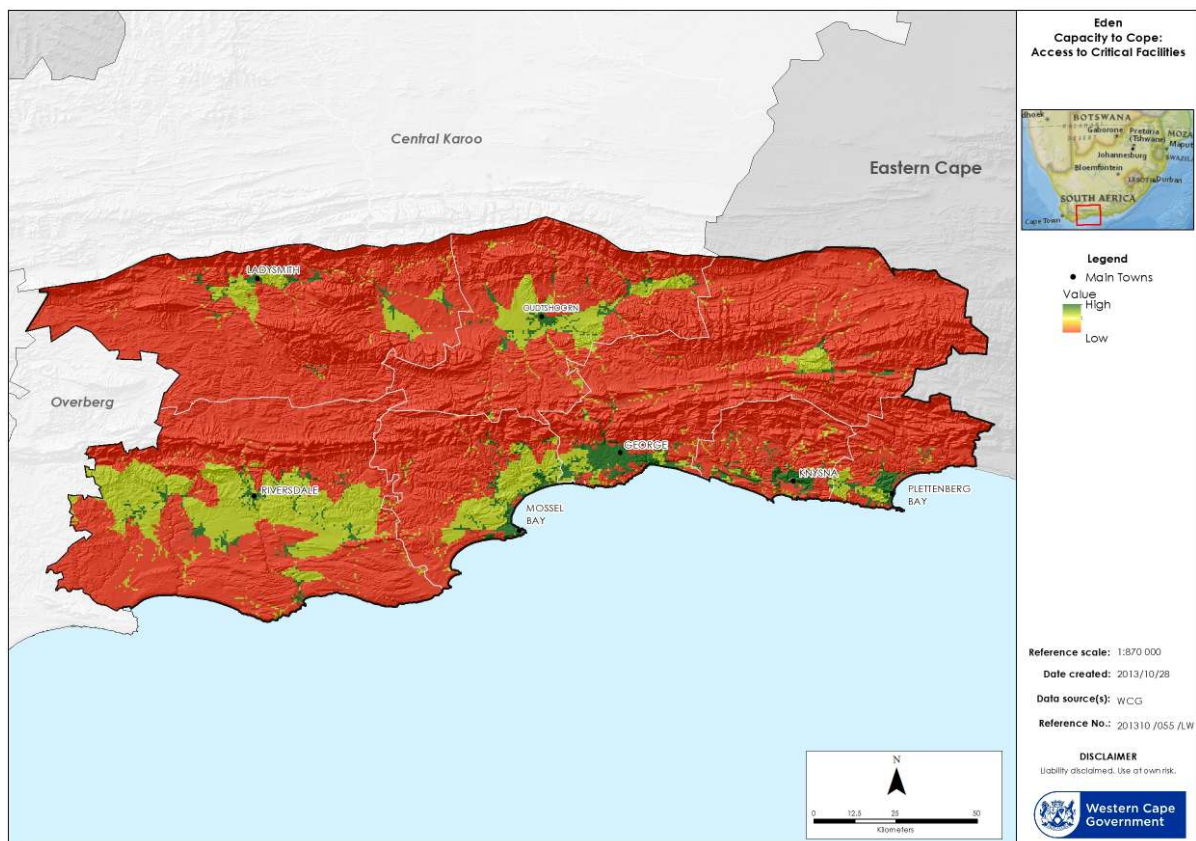
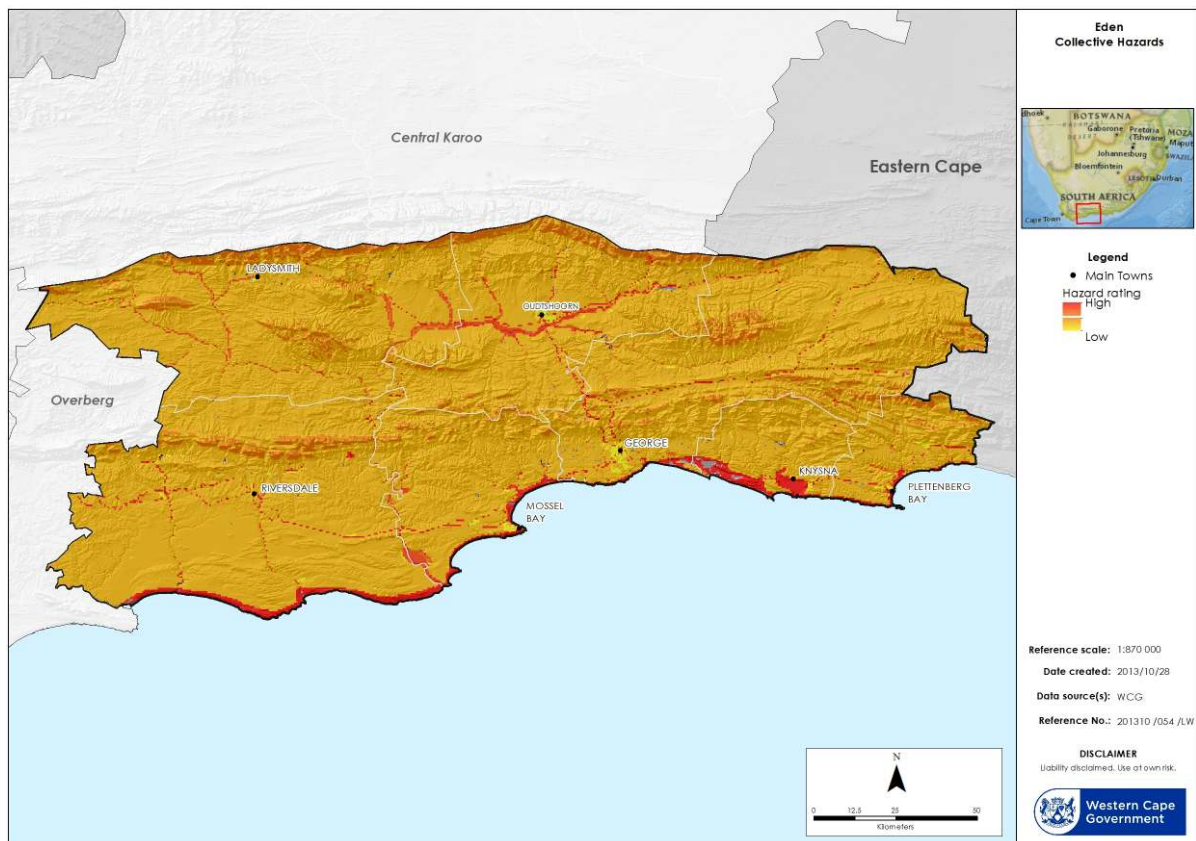


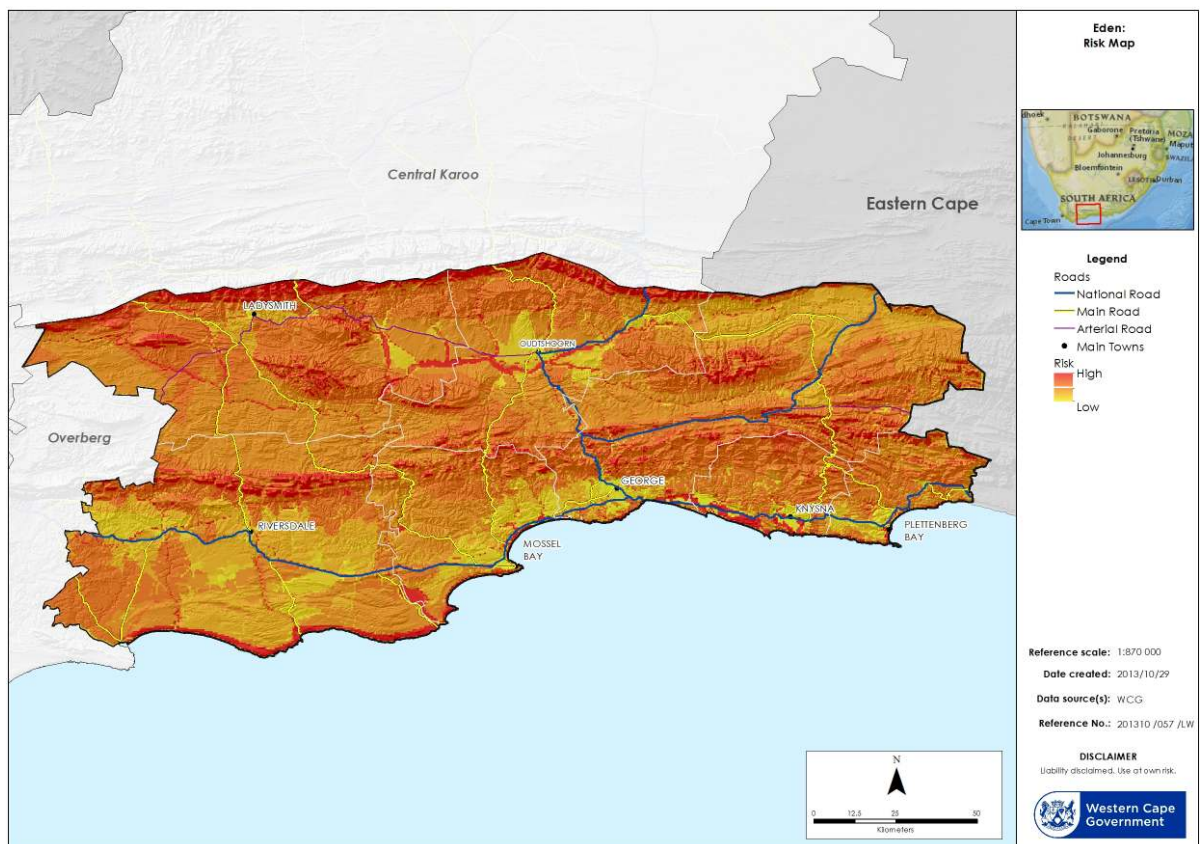
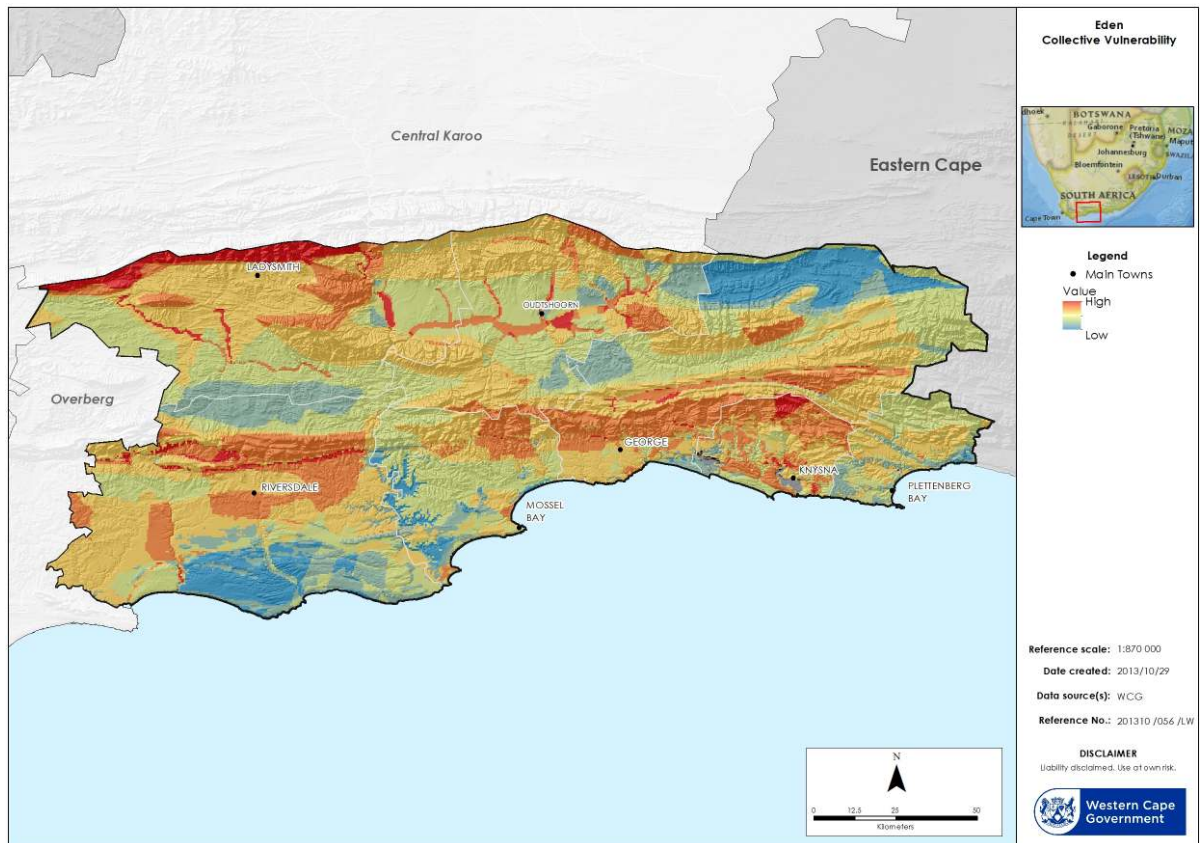


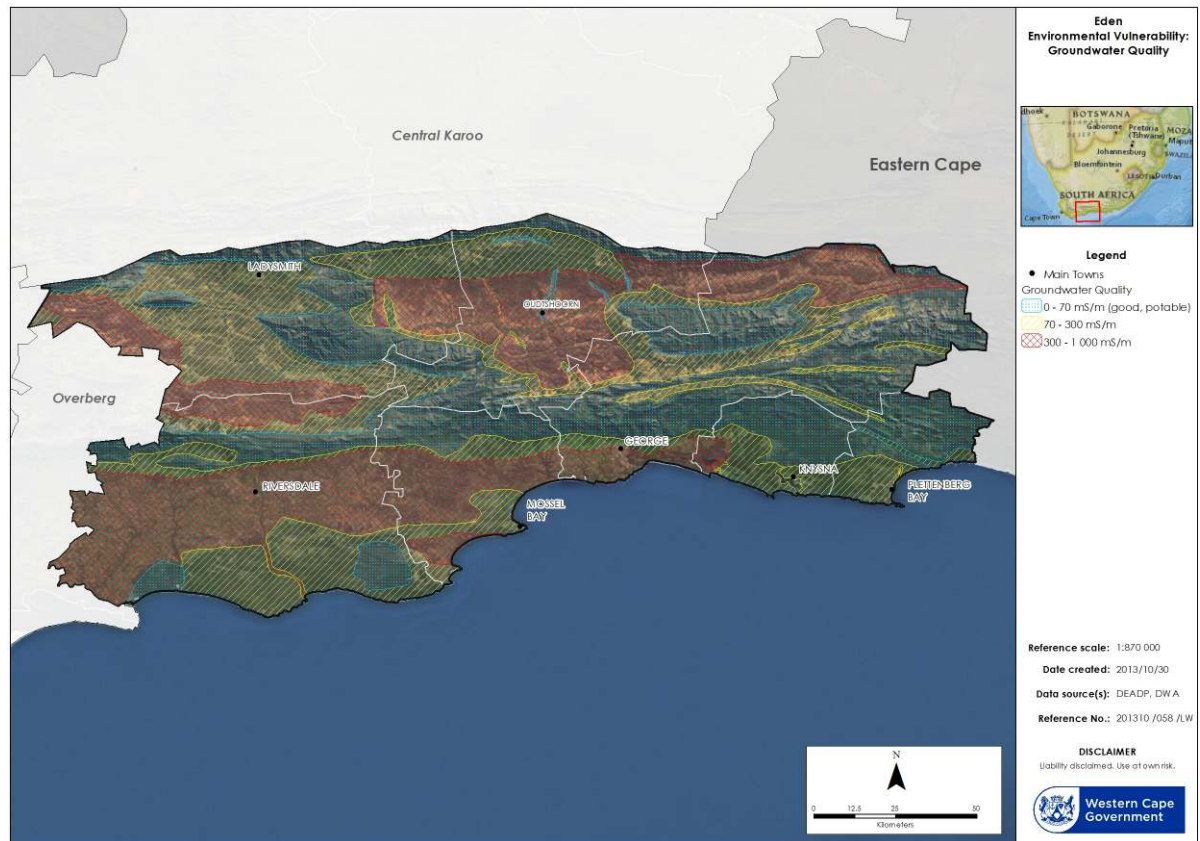












Abbreviations used in this document

AsgiSA	-	Accelerated and Shared Growth Initiative for SA
AQMP	-	Air Quality Management Plan
AG	-	Auditor General
BBBEE	-	Broad Based Black Economic Empowerment
CIF	-	Capital Investment Framework
CIP	-	Comprehensive Infrastructure Plan
CMP	-	Coastal Management Programme
DBSA	-	Development Bank of South Africa
DCF	-	District Councillors Forum
DEDAT	-	Department of Environment, Agriculture and Tourism
DFP	-	Development Framework Plan
DLG	-	Department of Local Government
DM	-	District Municipality
DMC	-	Disaster Management Centre
DMF	-	Disaster Management Framework
DMP	-	Disaster Risk Management Plan
DOE	-	Department of Education
DOH	-	Department of Housing
DOT	-	Department of Transport
DRDALR	-	Department of Rural Development and Land Reform
DWAF	-	Department of Water Affairs and Forestry
EIA	-	Environmental Impact Assessment
EPWP	-	Extended Public Works Programme
GGP	-	Gross Geographical Product
GIS	-	Geographical Information System
HIV/AIDS	-	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
ICT	-	Information Communication Technology
IDP	-	Integrated Development Plan
ITP	-	Integrated Transport Plan
IEP	-	Integrated Environmental Programme
IWMP	-	Integrated Waste Management Plan
KPA	-	Key Performance Area
KPI	-	Key Performance Indicator
LED	-	Local Economic Development
LUMF	-	Land Use Management Framework
LUMS	-	Land Use Management System
MANCOM	-	Management Committee
MAYCO	-	Mayoral Committee
MDG	-	Millennium Development Goal
MEC	-	Member of the Executive Council
MERO	-	Municipal Economic Review Outlook
MFMA	-	Municipal Finance Management Act No. 56 of 2003
MSA	-	Municipal Systems Act No. 32 of 2000

MIG	-	Municipal Infrastructure Grant
MMF	-	Municipal Managers Forum
MTCT	-	Mother-To-Child HIV Transmission
MTEF	-	Medium-Term Expenditure Framework
MTSF	-	Medium-Term Strategic Framework
NDMF	-	National Disaster Management Framework
NDP	-	National Development Plan
NMTP	-	Non – Motorised Transport Plan
NSDP	-	National Spatial Development Perspective
PGDS	-	Provincial Growth and Development Strategy
PMS	-	Performance Management System
PSDF	-	Provincial Spatial Development Framework
DITP	-	District Integrated Transport Plan
SEA	-	Strategic Environmental Assessment
SDF	-	Spatial Development Framework
SDBIP	-	Service Delivery and Budget Implementation Plan
SMME	-	Small, Medium and Micro Enterprise
WSDP	-	Water Services Development Plan

"The key to success hinges on ownership of the IDP by practicing commitment and diligence." Ilse Saaman

Designed by Eden Communications

Workplace Skills Plan signed off



In a very cheerful atmosphere, the Workplace Skills Plan was signed off on Tuesday, 29 April 2014 at the Eden Council Chambers.

IDP Indaba 2 embraced to grow local economy



Speaking during the Eden District IDP Indaba 2, municipal manager Mr Godfrey Louw said: "The IDP Indaba sets the scene for integrated planning in the region; it's a platform for creating partnerships which will in turn pave a way for collective growth of the local economy. There shouldn't be anything that stops us from taking our municipal LED's (Local Economic Development Plan) budget allocation per municipalities, add them up in the regional budget to fund common priorities, which is indicative of sharing resources meaningfully, pull the priorities for the seven municipalities and streamline them towards few top priorities."

Relaunch of Mango Airlines



The Springbok Rugby Coach, Heyneke Meyer, inspired guests at a business breakfast hosted in partnership with NMMU on Monday, 19 May 2014.

Coaching for life and business



The Springbok Rugby Coach, Heyneke Meyer, inspired guests at a business breakfast hosted in partnership with NMMU on Monday, 19 May 2014.

Regional landfill facility



The Executive Mayor, Councillor Wessie van der Westhuisen, reported that a regional landfill facility was identified in the Mossel Bay municipal area south-west of the existing PetroSA landfill site.

Ubungozi ngokwezempilo ngokucheba I "Chiskpo"

Okona kubalulekileyo esinokukhumbula kokokuba, ukubangaba ucheba I chiskop qinisekisa ukuba umchebi wentloko usebenzisa umatshini ococekileyo okanye uye afake isintyiwizi esibulala intsholongwane, okanye uphathe owakho umatshini akucube ngawo.

Predetermined Objectives of the 2014/15 IDP

- Establish healthy communities by assisting to reduce child mortality and increase life expectancy in the district.
- Assist to reduce the poverty incidence in the district through coordinating & implementing social development programmes in collaboration with sector departments and municipalities.
- To contribute towards the human resource development of Eden DM staff and the broader community through training programmes, internships and mentorships.
- To forge local partnerships with tertiary institutions, the B municipalities and sector departments to increase the skills levels in the district with a special focus on the vulnerable groups (Women, youth, the aged and disabled).
- To implement municipal transformation and institutional development.
- Execute regional bulk infrastructure planning, and implementation of projects.
- Reduce road infrastructure maintenance backlog by 15%.
- Coordinate the modal shift from the use of private transport to the use of public transport.
- Institute mechanisms that support the move of freight from road to rail.
- Create an environment to increase road traffic safety.
- To conserve and protect the district's natural environment by implementing initiatives that prevents environmental degradation.
- Render disaster management and emergency services by ensuring legal compliance with regards to disaster management centre and ensuring that fire and rescue services are delivered in compliance with the South African National Standards code.
- Promoting a healthy and green environment by implementing awareness programmes in collaboration with external partners.
- To advance communication between internal and external role-players through effective intergovernmental relations (IGR).
- Institutionalise performance management through-out the entire organisation.
- Manage the strategic property portfolio of Council through the development of suitable strategies.
- Enhance the district's coordination and strategic enabler role through the implementation of "Shared Services" with the B municipalities.
- Enhancing resource and funding mobilisation from external sources to ensure more funds are available for the implementation of core functions and extended municipal mandates.
- Institutionalising effective and cost efficient financial administration through financial reforms.
- Find/ investigate innovative ways of increasing additional sources of funding.
- Facilitate a conducive environment to stimulate Local Economic Development (LED) in the District.
- Facilitate tourism marketing in the district by forming partnerships with Local Tourism Organisations (LTO's).

IDP Manager



Celeste Domingo has been appointed as the District IDP Coordinator at Eden District Municipality on 1 April 2014.

Thank you for voting during the 2014 National and Provincial Elections

During the provincial election the following results have been concluded in the Western Cape:

Total votes cast: 2,140,090

Political Party results (Top 5):

DA 1,259,645 - 59.38%

ANC 697,664 - 32.89%

EFF 44,762 - 2.11%

ACDP 21,696 - 1.02%

AL JAMA-AH 13,182 - 0.62%



EDEN DISTRICT MUNICIPALITY STRATEGIC GOALS

1. Healthy & socially stable communities.
2. Build a capacitated workforce & communities.
3. Conduct regional bulk infrastructure planning, implement projects, roads maintenance & public transport, manage & develop council fixed assets.
4. Promote sustainable environmental management & public safety.
5. Promote good governance.
6. Ensure financial viability of the Eden District Municipality.
7. Grow the District Economy.

